

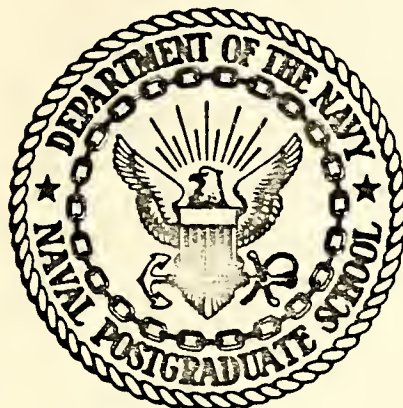
A STUDY OF THE UNITED STATES  
COAST GUARD'S RESERVE ADMINISTRATOR PROGRAM

Ronald Lee Hindman

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# NAVAL POSTGRADUATE SCHOOL

## Monterey, California



# THESIS

A STUDY OF THE UNITED STATES  
COAST GUARD'S RESERVE ADMINISTRATOR PROGRAM

by

Ronald Lee Hindman

December 1974

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This thesis reviews the historical development of the Reserve Administrator Program and compiles a profile of those officers who currently compose it. Finally, a survey methodology is utilized to measure the Reserve Administrators' attitudes concerning their motivations for joining and remaining with the Program and their opinions as to the most effective means for improving themselves and the Program's overall effectiveness.







A Study of the United States  
Coast Guard's Reserve Administrator Program

by

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Lieutenant, United States Coast Guard Reserve  
B.A., Saint Benedict's College, 1969

Submitted in partial fulfillment of the  
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

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## ABSTRACT

The United States Coast Guard's Reserve Administrator Program provides a career opportunity for officers commissioned in the Coast Guard Reserve to serve on extended active duty for the purpose of administering all phases of the Coast Guard Reserve. Since its inception in 1954, due to Congressional legislation, the Program has undergone evolutionary changes. However, it has remained essentially one of high specialization, requiring two-thirds of its officers' career service and continues to operate its own promotion/retention system.

This thesis reviews the historical development of the Reserve Administrator Program and compiles a profile of those officers who currently compose it. Finally, a survey methodology is utilized to measure the Reserve Administrators' attitudes concerning their motivations for joining and remaining with the Program and their opinions as to the most effective means for improving themselves and the Program's overall effectiveness.



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## I. INTRODUCTION

The Coast Guard's Reserve Administrator Program is one of the two officer subgroups set apart by law from all other Coast Guard officers. The other subgroup consists of Coast Guard officers assigned to the permanent teaching staff of the Coast Guard Academy. Because of the legal distinction, and currently existing Coast Guard policy, Reserve Program Administrators (RPAs) are differentiated from other Service officers by a closed promotion system and the policy restriction that they will normally serve two-thirds of their careers in Reserve Administration assignments and one-third in other Service assignments.

Continued dissatisfaction with the existing Reserve Administrator promotion system and the recent trend toward operational training of Coast Guard Reserve personnel through their augmentation of regular operating units has highlighted the need for a reevaluation of all aspects of the Reserve Administrator Program. Such a reevaluation should include:

- a. A review of Congressional legislation affecting the Program.
- b. A review of the historical development of the Program.
- c. A profile of officers currently serving under the Program.
- d. An analysis of the current needs of the Coast Guard with respect to the administration of the Coast Guard Reserve.





- e. An analysis of current recruiting, selection, training, promotion, separation, and retirement policies governing the Reserve Administrator Program.
- f. Decisions concerning current legislation and Commandant policies and changes thereto required to align the RPA Program to the current needs of the Service.

An examination of the Reserve Administrator Program is currently being undertaken by Coast Guard Headquarters. This thesis was designed to provide certain portions of the information and analysis required for the Headquarters review.

A research approach that would include a review of the legislative and operating history of the RPA Program and which would result in the development of a valid profile of the Reserve Program Administrator, his duties and his attitudes toward specific aspects of the role of the Reserve Administrator was chosen.

A broader investigation of the Program was considered to be beyond the scope of this thesis because of limitations arising from restricted access to sensitive officer evaluation records, the limited time frame allowed for the completion of the thesis and limited access to those personnel directly involved in future policy decisions affecting the Coast Guard Reserve and the Reserve Administrator Program.



## II. METHODOLOGY

### A. SUBJECTS

Because this thesis focuses on two primary aspects of the Reserve Administrator Program (historical development and current officer complement and their attitudes) two subject groups were utilized in the data gathering process.

In order to chronicle the legislative and programmatic development, the author relied on several informal interviews with Mr. Georgy McGarvey, Administrative Assistant to the Chief of Reserve Programs Division. The interviews were conducted at Coast Guard Headquarters during the week of 22 September 1974. Mr. McGarvey is a retired Coast Guard Officer and served as a Reserve Program Administrator while on extended active duty.

To develop a profile of the current corps of Reserve Program Administrators and to measure their attitudes toward their relationship with the Coast Guard and Coast Guard Reserve, fifty-two RPAs were mailed a questionnaire during the week of 15 September 1974. The group of officers comprised all Reserve Program Administrators (both Permanent and Provisional) serving on extended active duty as of 1 February 1974 with the exception of the author. Those surveyed were fifty-one male and one female officers and ranged in rank from Lieutenant through Captain.

Because of their status as Reserve Program Administrators, all officers surveyed held commissions in the Coast Guard



Reserve. With the exception of RPAs, officers commissioned in the Coast Guard Reserve who remain on active duty beyond their initial period of obligated service normally request integration into the Regular Coast Guard and, if approved, exchange their commissions in the Coast Guard Reserve for commission in the Regular Coast Guard.

## B. MATERIALS

The interviews with Mr. George McGarvey, discussed in the previous section, provided guidance to the author in his search for material with which to document the development of the Reserve Administrator Program. By reviewing Department of Treasury letters and Coast Guard Personnel Instructions located in the Office of Personnel, Coast Guard Headquarters; Sections of the U.S. Code available at the Department of Transportation's legal library, Washington, D.C.; and documents, publications and files located in the Office of Reserve, Programs Division and Administration Division, Washington, D.C., the author was able to document the legislative and programmatic development of the Reserve Administrator Program. The general sources discussed above are specifically referenced in this text each time that they were utilized as the source of statements about the RPA Program in order to facilitate further research into the subject matter.

A questionnaire was developed in order to obtain responses from the Reserve Program Administrators. The questionnaire was composed of three major sections: (a) factual information





concerning the RPAs' Coast Guard Service, (b) officers' attitudes toward the Reserve Administrator Program and (c) respondents' evaluation of their assignments in terms of their ability to develop both administrative and operational skills. All three sections contained both open and closed question types and provided the opportunity for additional comments after each question. A sample questionnaire is included as Appendix A.

Questions were tested for clarity and bias by administering the questionnaire to Coast Guard officers assigned to the Naval Postgraduate School. After each completion, the results were reviewed by the author and conferences were conducted between the respondents and the author which attempted to clarify or eliminate questions which were ambiguous or wordings which might tend to bias the respondent's reply. Because of the desire to sample all RPAs, the testing of the questionnaire was limited to Coast Guard officers who were not Reserve Program Administrators.

Coincidental with the testing stage were conferences with Professor William H. Church and Commander Galen Allen, USN to discuss questionnaire content and the proposed revisions. These conferences focused on the objectives of the questionnaire as well as on its format and construction.

### C. PROCEDURE

All data concerning the legislative and programmatic development of the Reserve Administrator Program was obtained during a one-week visit to Coast Guard Headquarters,



Department of Transportation Building, Washington, D.C.

Extensive use was made of the records and files maintained by the Personnel and Reserve Divisions of the U.S. Coast Guard and of the Department of Transportation legal library.

As indicated previously, questionnaires were mailed to all Reserve Program Administrators. To maintain an official context, questionnaires were addressed to the military address of each officer. A letter explaining the purpose of the questionnaire and providing instructions for its completion, a self-addressed return envelope and a postcard allowing the respondent to request a summary of the results were included with each questionnaire.

Reminder postcards were mailed to all Reserve Program Administrators in order to improve participation. Prior to the mailing of the postcards, twenty-five of the fifty-two addressees or forty-eight per cent had responded. When the final cutoff was made on 23 October 1974, thirteen additional responses had been received resulting in a total response of thirty-eight of fifty-two or 73.1%.



### III. EVOLUTION OF THE RESERVE ADMINISTRATION PROGRAM

#### A. ESTABLISHMENT

The Coast Guard Reserve was originally established by law in June, 1939 (53 Statute 854); however, it was not until the passage of the Armed Forces Reserve Act of 1952 that officers of the Coast Guard Reserve were specifically directed to remain on extended active duty ". . . to assist and participate in the preparation and administration of all policies and regulations affecting their reserve component."<sup>1</sup> In order to implement a program to satisfy the Congressional requirement, the Secretary of the Treasury, the department under which the Coast Guard was then operating, directed that

"...not less than thirty-seven officers of the Coast Guard Reserve shall, at all times, be on active duty in connection with the training and administration of the Reserve Program...."<sup>2</sup>

The initial grade structure included:

|   |    |
|---|----|
| Captain and/or Commander -----                | 7  |
| Lieutenant Commander -----                    | 11 |
| Lieutenant -----                              | 12 |
| Lieutenant (Junior Grade) and/or Ensign ----- | 7  |

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<sup>1</sup> Public Law 476, 82nd Congress, Chapter 608, 2nd Session, Section 252.

<sup>2</sup> Department of Treasury UNCLASSIFIED Letter to Commandant, U.S. Coast Guard, Subject: Administration of the Reserve Program, 8 February 1954, pg. 1.



and provided for the Commandant, U.S. Coast Guard to determine duty assignments suitable to fulfill the mission of the Coast Guard.<sup>3</sup>

## B. EARLY DEVELOPMENT

The Coast Guard's implementation of the Armed Forces Reserve Act began in earnest in 1954. Specific information as to the service agreement between the initial cadre of Reserve Administrators and the Coast Guard is not available for the period 1954 through 1958 with the exception that active duty service agreements of up to five years were authorized to the Reserve Officers. In 1959, the conditions of service were formalized by a Coast Guard directive.

Effective March, 1959, officers selected for the Reserve Administrator Program were permitted to enter into active duty agreements for periods not exceeding two years after first completing a probationary year of active service. If performance was considered satisfactory, an additional two-year contract was authorized bringing total active service to a maximum of five years. Officers who were selected for retention beyond five years were provided the opportunity for active duty until eligible for retirement, contingent upon the requirements of the Reserve Training program, unless their release or separation at an earlier date was required by law or pertinent regulations. Retention on active

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<sup>3</sup> Ibid, pg. 1.





duty beyond twenty-years service was permitted only when the needs of the Service required.<sup>4</sup>

In further formalizing the Program, the Commandant expanded the scope of the Reserve Administrators by determining that the number of ". . . RPA's on active duty shall equal 75% of the number of authorized Reserve billets in the ranks of Lieutenant and above."<sup>5</sup> In attempting to define the scope of RPAs' assignments, the Commandant ordered that ". . . Reserve Program Administrators will be assigned for two-thirds of the time to duties in connection with administering the Reserve and one-third of the time to general service assignments."<sup>6</sup> The results of this policy were that the RPAs would normally fill 50% of the authorized Reserve billets while the remaining 50% would be filled by Regular officers.

Although the authorized manning level was raised to fifty-five by the Commandant, the actual number of Reserve Program Administrators on active duty had, in fact, dwindled to twenty-five due to normal attrition and the lack of an operating replacement program.<sup>7</sup>

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<sup>4</sup> Commandant, U.S. Coast Guard Personnel Instruction Number 20-59, UNCLASSIFIED, Subject: Reserve Officers Serving on Extended Active Duty; Clarification of Status, 3 February 1959, pg. 3.

<sup>5</sup> Commandant, U.S. Coast Guard Personnel Instruction Number 39-59, UNCLASSIFIED, Subject: Reserve Officers Serving on Extended Active Duty; Clarification of Status, 9 November 1959, pg. 1.

<sup>6</sup> Ibid, pg. 1.

<sup>7</sup> Ibid, pg. 2.



The existence of the Reserve Administrator Program did not affect the promotion policies in effect prior to passage of the KERRINS-STEPHENS Board Legislation of 1964 which revamped the entire Coast Guard promotion system for officer personnel.

Prior to the KERRINS Law, separate promotion lists were maintained for all officers on active duty and all Reserve officers. The effect of this situation was that those Reserve officers on active duty were required to be considered for promotion by two boards -- one for active duty officers and one for officers holding Reserve commissions.

It was possible for a Reserve officer on active duty to be selected for promotion by one board, yet not selected or even considered, by the other board due to promotion policies in effect or a lack of coincidence of officers between the two promotion zones.

In order to partially reduce the confusion, it was determined that an officer who failed to be recommended for promotion by two active duty promotion boards was liable for release to inactive duty. An officer who failed to be selected by a Reserve promotion board, but who was selected by an active duty board, was liable for release to inactive duty, but disposition would be dependent on the circumstances and needs of the Service. However, in either case, upon release to inactive duty the officer reverted to the grade to which he had been appointed for service in the Reserve.<sup>8</sup>

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<sup>8</sup> Personnel Instruction Number 20-59, pg. 4.



Coincidental with the formalization of the promotion and assignment policy was the establishment of specific selection procedures for supplementing the active RPA corps. Annual boards composed of both Regular and Reserve officers were authorized to select up to twenty new Reserve Program Administrators in 1959 to raise the active manning level above its original complement, and subsequent boards were authorized to choose a maximum of ten new RPAs annually, subject to the limitation that the number of RPAs in any rank should not exceed 75% of the Reserve billets authorized in that rank.<sup>9</sup>

Although Reserve Administrators were not restricted to Reserve billets, such billets were identified annually in order to serve as the basis for the numerical computation of the total authorized number of RPAs and for identification of funding responsibility. Of the 118 funded Reserve billets authorized in 1959, 76 were located at Coast Guard Headquarters and District Offices. Those Reserve funded billets not located at Headquarters or District Offices were spread throughout the Coast Guard's operating units which had as one of their missions Reserve Training.

#### C. IMPACT OF THE KERRINS-STEPHENS LEGISLATION

Little change took place in either the Reserve Program in general or in the Reserve Administrator Program during the period 1959 through 1963. However, the passage of the

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<sup>9</sup> Personnel Instruction Number 39-59, pg. 2.





KERRINS Legislation in 1963 caused a total revamping of the promotion system for all Coast Guard officers (both Regular and Reserve) serving on active duty.

The KERRINS Legislation directed that a new promotion system based on a best-qualified criteria should replace the then existing fully-qualified system. The most drastic effect of this shift was that all officers in a given promotion zone would no longer be promoted to the next grade simply by being fully qualified. Rather, by choosing only a fixed percentage of those in the zone for consideration, forced attrition would leave only those officers considered to be best qualified for promotion among their contemporaries on active service.<sup>10</sup>

The KERRINS Legislation also revamped the dual promotion system for Reserve officers serving on active duty. An Active Duty Promotion List (ADPL) was established for all officers, both Regular and Reserve commissioned, serving on active duty. Excepted from the ADPL were ". . . Reserve officers....serving in connection with the organizing, administering, recruiting, instructing, or training of the Reserve components. . . ."<sup>11</sup> and members of the Permanent Teaching Staff of the Coast Guard Academy.

Because of the specialization of the Reserve Program Administrator, he was to be excluded from the ADPL. The

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<sup>10</sup> Title 14, United States Code Annotated, para. 256-259.

<sup>11</sup> Ibid, para. 276.



promotion system for RPAs was to be founded on regulations determined by the Secretary of the Department under which the Coast Guard was operating, with the limitation that the regulations should provide that the RPAs should be selected and promoted in the same manner and afforded equal opportunity for promotion as officers of the corresponding grade on the active duty promotion list as nearly as practicable.<sup>12</sup>

This legislation resulted in the promulgation of a promotion system that was a hybrid between the fully qualified system formerly in effect for all officers and a best qualified promotion system ordered by the KERRINS Legislation. The hybrid developed because there were not sufficient RPAs on active duty and in the proper year groups to provide for an equitable, best-qualified selection program. Table II, Appendix B shows the annual number of RPAs on active duty since the Program's inception.

The RPA promotion system called for competition among the RPAs for promotion. Promotion zones were determined by the assignment of "running mates" from the Active Duty Promotion List based on equivalent dates of rank. When an RPA's running mate entered the zone for consideration for promotion, the RPA likewise fell into the zone for consideration. Promotion criteria was established as a fully qualified basis for grades Lieutenant through Commander, then shifting to a best qualified criteria for grades above

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<sup>12</sup> Ibid, para. 276.



Commander. Promotion above the grade of Captain was also authorized by the regulations. As a result, all Reserve Program Administrators below the grade of Captain who were within the promotion zone could be promoted simply by being fully qualified; however, for grades Captain or above, only a numerical equivalent to the ADPL percentage could be promoted. Additionally, only one opportunity for consideration for selection was available to RPAs at each grade level as contrasted with officers on the ADPL who were afforded two opportunities. Failure of selection at the Lieutenant Commander level and above normally resulted in release from active duty or retirement as soon as the officer completed twenty-years service.<sup>13</sup> In effect, the implementation of the KERRINS Legislation "guarantees all RPAs a career through commander unless there is a positive indication in the record that the individual is unfit to be promoted on a fully qualified basis."<sup>14</sup>

In addition to the promotion changes, review of the Reserve Administrator Program by the Commandant during the same period resulted in further definition and modification.

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<sup>13</sup> Treasury Department, Coast Guard General Order Number 19 UNCLASSIFIED, Subject: Promotion of Officers of the U.S. Coast Guard Reserve on Extended Active Duty as Reserve Program Administrators, 12 March 1969, pg. 1.

<sup>14</sup> United States Government Memorandum UNCLASSIFIED from Chief Legislative Branch, USCG to Chief Counsel, USCG, Subject: Proposed Changes in the Reserve Program Administrators' Promotion System, 7 September 1969, pg. 1.



Rotation of RPAs out of Reserve assignments was continued in order to provide a broader base of experience from which the RPA could draw. The Reserve Program also benefited from the rotation by the presence of regular service personnel in billets not filled by RPAs. Their emphasis on operational assignments brought into the Program an additional area of expertise from which the training program could draw.

Procedures and criteria for the selection of applicants to the Program were formalized and tightened. The annual number of selectees was reduced from a normal maximum of ten to eight; the selection board was specifically defined as "... a five-member board composed of ADPL and RPA officers . . . ;"<sup>15</sup> a prospective RPA category was established for officers having completed at least eighteen months active duty in the Coast Guard as commissioned officers; and finally, before being designated a permanent RPA, all applicants were required to have completed at least two and one-half years active duty in the Coast Guard as a commissioned officer.<sup>16</sup>

The selection process for promotion became quite intricate, requiring that all boards be composed of nine members, then breaking the board into three sub-boards to consider all eligibles.

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<sup>15</sup> Commandant, U.S. Coast Guard UNCLASSIFIED Instruction 1001.11, Subject: Reserve Program Administrators (RPA's); Promotion, Separation, Retirement and Resignation, 13 August 1964, pg. 3.

<sup>16</sup> Ibid, pg. 15.





Major changes also took place in the retention policy for RPAs. The practice of one to five year contracts was eliminated. In its place was substituted a provision to allow RPA Captains to complete thirty-years service in lieu of the previous maximum of twenty. Lieutenant Commanders and Commanders not eligible for further consideration for promotion were to be extended on active duty until eligible for retirement. Reserve Program Administrator Lieutenants not eligible for further consideration for promotion were to be released to inactive duty unless they had completed eighteen years active service in which case they would be allowed to remain on active duty until eligible for retirement.<sup>17</sup>

#### D. RECENT DEVELOPMENTS

No further significant revisions in the Reserve Administrator Program took place during the period 1964 through 1968, however two changes were implemented in the promotion system. The first provided an opportunity for RPA Commanders to compete twice for promotion to Captain on a best qualified basis if promotion boards were convened in successive years. The second amendment reduced the membership of RPA selection boards from nine to five members, the same number that serve on ADPL selection boards. Both changes were brought about to more closely align the RPA promotion system to that of

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<sup>17</sup> Ibid, pg. 10.



the Active Duty Promotion List as called for by the Congressional Legislation.<sup>18</sup>

Although considerable discussion has taken place within the Reserve Program which has involved the Office of Personnel, Legal Division, the Reserve Officers Association and the Commandant, concrete changes in the Reserve Administrator Program since 1968 have been minimal. The factor of most significant impact was a further widening of the opportunity for RPA Commanders to compete for selection to the grade of Captain. If not selected the first time, Commanders were authorized to remain eligible for selection for as long as they continued on active duty so long as they had not failed twice for selection.<sup>19</sup>

The frequency of amendments and attention to the Reserve Program Administrator promotion system highlights it as one of the more controversial and sensitive areas of the program. In fact, the original directive which established the promotion system recognized the disparities between the ADPL and RPA promotion systems and stated that ". . . the utilization of two different philosophies of promotion....is less than

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<sup>18</sup> United States Government Memorandum UNCLASSIFIED, FILE 5600, from Chief Office of Personnel, USCG to Commandant, USCG, Subject: Proposed Revisions in the Reserve Program Administrator Program, 18 September 1967, pg. 1.

<sup>19</sup> United States Government UNCLASSIFIED Memorandum from Chief, Office of Reserve, USCG to Chief, Office of Personnel, USCG, Subject: Amendment in the Reserve Program Administrator Promotion System; Request for, 12 August 1971, pg. 2.



desirable....and further study will be made with a view toward affording equal opportunity for promotion to the RPAs . . . ."20

The extent of the perceived disparity between the two promotion systems surfaced as recently as July, 1973 when the Commandant altered the then existing officer evaluation process by requiring that the reporting officer for all ADPL officers must also be an ADPL officer -- except in situations where the Commanding Officer is the reporting officer. The provision, in effect, prohibits RPAs, except when serving as a Commanding Officer, from officially acting as reporting officer for any ADPL officers under their supervision.<sup>21</sup> No similar prohibition was established for ADPL officers acting as reporting officers for RPAs under their supervision.

During this same period (1968-1974), the entire Reserve Program underwent staggering shockwaves. In order to conserve funds and to upgrade the Selected Reserve (paid, drilling members of the Reserve Program) the U.S. Congress reduced its manning level by almost 15% for Fiscal Year 1970. Taking its lead from Congress, the Nixon Administration reviewed the roles and missions of the Coast Guard Reserve and determined that the phasing-out of the entire Selected Reserve in Fiscal Year 1971 would be a cost effective method of reducing the budgeted deficit.

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<sup>20</sup> Ibid, pg. 2-4.

<sup>21</sup> United States Coast Guard, Personnel Manual, 1974, para. 10-A-11-e.



With reluctance, the Commandant of the Coast Guard accepted this determination and prepared proposals for Congress to reduce the manning level of the Selected Reserve to zero. However, massive opposition from the U.S. Navy, veterans organizations, the Reserve Officers Association, state and local governments and finally from the Congress itself forced the Administration to abandon its phase-out proposal and to retain a Selected Reserve within the Coast Guard Reserve although at a reduced authorized strength.<sup>22</sup>

In order to increase its overall cost-effectiveness and, in turn, its long term chances for survival, the emphasis of the Reserve Program shifted from a classroom oriented training program to one of mobilization training through augmentation of Regular Coast Guard operating units. The impact of the redirection was to provide direct assistance to Regular Coast Guard units on a routine basis as well as preparing Reserve personnel for their mobilization assignments should they be activated.<sup>23</sup>

In addition, a peacetime mission beyond augmentation was established through Congressional Legislation. "Public Law 92-479 authorizes the Secretary of Transportation, subject to the approval of the President, to order the call to active

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<sup>22</sup> U.S. Coast Guard, Office of Reserve, Chronology of Restructuring Reduction, and Phase Out (of the Selected Reserve), Volumes I, II, & III, 1969-1970.

<sup>23</sup> United States Coast Guard, Administrative Manual for the Coast Guard Reserve, 1973, para. 5-4-7.





duty of any Coast Guard Ready Reserve unit for the purpose of augmenting the Regular Coast Guard during operations relating to serious natural disasters or domestic emergencies such as major storms, floods, water pollution incidents, waterfront fires or other similar occurrences."<sup>24</sup>

As a result of this new operational emphasis, members of the Selected Reserve spent 66.9% of their total training activity in support of the Regular Coast Guard's missions.<sup>25</sup>

Recognizing that the shift in emphasis within the Reserve Program might require corresponding amendments in the role of the Reserve Program Administrator, the Chief, Office of Reserve, proposed several changes in the Reserve Administrator Program in a personal letter to them in early 1973. To date, revision of the Program has not yet begun.

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<sup>24</sup> Office of Reserve, U.S. Coast Guard, Annual Report Regarding the Extent to which Units and Reserves in the Ready Reserve of the Coast Guard have Satisfied the Training and Mobilization Requirements for Fiscal Year 1974, pg. 2, UNCLASSIFIED, September, 1974.

<sup>25</sup> Ibid, pg. 17.



#### IV. RESULTS OF THE RPA QUESTIONNAIRE

##### A. PERSPECTIVE OF ANALYSIS AND DATA PRESENTATION

The finite number of RPAs (52) and the above average rate of response (73%) eliminated the need to statistically extend the results of the questionnaire beyond the actual respondents. It is believed that by evaluating the data received as if it had been provided by all RPAs, no bias will result which would hinder an accurate reflection of the officers who compose the Reserve Administrator Program. Variable 001 of the Computer Output section further substantiates this approach as it indicates that the grade to total respondent ratio closely parallels that of the grade to total Reserve Program Administrator ratio with a maximum deviation of less than 4% for any grade. The coincidence of the grade/ respondent, grade/RPA ratio also eliminates the introduction of bias that would have resulted had any one grade level dominated as respondents.

The principle vehicle for data analysis and presentation was the computer program entitled Statistical Package for the Social Sciences. All responses were coded in a manner that would allow them to be computer processed with the exception of Question III-E, which was scaled and evaluated manually. In order to make effective use of the computer media, responses provided by respondents which satisfied the "other" criteria were eliminated from consideration or presentation unless they appeared on at least 5% of the returned



questionnaires. The small universe, in effect, required all "other" responses to appear on only two or more questionnaires to be included in analysis.

The Computer Output section contains a minimum of one data table/histogram for each significant question contained in the questionnaire. In addition, quantitative descriptors have been computed for those questions for which such statistics are meaningful. All responses were subdivided into two groups corresponding to the responses of senior officers (Captains and Commanders) and junior officers (Lieutenant Commanders, Lieutenants and Lieutenants Junior Grade). For those questions containing divergent responses between the two groups, additional tables are provided to substantiate this interpretation.

This chapter will concentrate on three themes: (1) to abstract from the data a valid profile of the current RPA corps, (2) to evaluate the responses concerning reasons for joining the Program and opinions of the respondents concerning approaches to improve it and (3) to summarize the RPAs' duties and opinions as to the value of educational programs beyond the baccalaureate level and of operational experience tours as a personal resource.

## B. PROFILE OF THE CURRENT RPA CORPS

A prime reason for the inability of a best qualified promotion system to function within the Reserve Administrator Program at the time of the KERRINS Legislation was the maldistribution of officers within the various year groups.



Although variables 002 and 003 of the Computer Output section do not reflect year groups per se, they do demonstrate quite effectively that competitive groupings have not evolved within the RPA Program. Of the thirty-eight respondents, the maximum grouping in either the same total years of service or the same total years in the RPA Program is six, while fourteen total service year groups have a membership of only one or two RPAs. The continued existence of this situation almost twelve years after the passage of the KERRINS Legislation strongly suggests that a sufficient grouping of RPAs among year groups will never exist to successfully implement a best qualified promotion system within their numbers.

Variable 002 of the Computer Output section also indicates that over 55% of the RPAs have completed between eleven and twenty-years commissioned service. When considering Program changes, it is this grouping that will normally be most impacted because its members have made a long term commitment to the Service and would be least mobile should changes be considered to be or in fact be adverse to those in the Program.

The Coast Guard Personnel Manual and its predecessors have directed that RPAs serve one-third of their career in other than Reserve assignments in order to broaden the perspective of the RPA. The extent to which additional staff assignments outside of Reserve billets provide this experience is questionable when compared with the experiential opportunities provided by operational tours.





The mean years of service as an RPA is twelve for senior officers and five and one-third for junior officers. The mean for years in staff assignments during this same period is 9.2 years and 3.6 years respectively, or an average of seventy-seven per cent and sixty-eight per cent of the service time in staff assignments. From these figures it appears that greater success is being achieved in satisfying the intent of the rotation policy among the more junior and therefore, newer RPAs. It must be noted however, that ten of the twenty-one (48%) junior RPAs have one year or less in operational assignments, as contrasted with only four of seventeen (24%) of the senior RPAs.

With respect to academic achievement, 92% of the RPAs have earned bachelor's degrees. Variable 008 of the Computer Output section provides a listing and distribution of the majors of these RPAs. It is noted that no one major dominates the field of baccalaureate degrees. However, of the eleven Reserve Program Administrators who have completed master's programs, five have majored in management with no other field having more than one major. Additionally, eight of twenty-one junior officers have earned master's degrees as compared with only three of seventeen senior officers. The only profession currently represented among the thirty-eight respondents is in the field of aviation, in which two RPAs are pilots.

A significant number of the respondents (55%) held civilian positions prior to becoming Reserve Program Administrators.



Since the RPA Program has not normally accepted applicants above the rank of Lieutenant Commander, it is significant that three of every four senior officers held civilian positions prior to entry into the Program while only one in three junior officers were civilian employees. It appears that the source of new RPAs may be shifting from "true" Reserve officers who were involved in the Program while on Inactive Duty to Reserve commissioned officers who are remaining on extended active duty after completing their initial active duty obligation. Further evidence of a shift in the source of RPAs will be discussed later in this chapter. Variable 016 of the Computer Output section indicates the occupational field from which RPA have come onto extended active duty. It is noted that one-third of those who have joined the Program after following civilian careers have entered from the field of education.

Reasons cited for leaving civilian careers were almost evenly divided between "push/pull" motivations if those affected by the draft are discounted. Nine of those who joined the Program did so in order to push themselves away from civilian positions due to poor compensation, reduced promotional opportunities or uninteresting work. The eight others were pulled back into the Coast Guard because of a stated preference for the military lifestyle. An unasked question arises as to which motivation provided the Service with better qualified officers. However, only cross-tabulation of the stated responses with officer fitness reports



could attempt to answer this and other related questions. Although such data was unavailable to the author, such a study might highlight the more productive sources of future RPAs. Implicit in the responses is the fact that the eight officers who preferred military life had experienced previous active duty while the status of the remaining nine is undertain.

Because of its placement in the questionnaire, the question concerning the number of times the RPA had applied for selection into the Program was answered by only those who had pursued civilian occupations. Of those who responded however, it is noted that those officers who had applied for the program at least twice (3), all were senior officers. Several interpretations of this occurrence are available, the two quite likely are (1) that the selection criteria is tighter currently because second time applicants have not been chosen or (2) that the selection criteria is easier because all applicants are being selected the first time. It is believed that the first alternative more closely reflects the present trend because of the recent amendment of eligibility criteria requiring that applications will only be accepted from officers "who have not been considered by more than one designation board."<sup>26</sup>

In summary, it is noted that differences exist between the experiential and academic backgrounds of the senior

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<sup>26</sup> Commandant's Bulletin, No. 42-74, 18 October 1974, p. 8.



officers and the junior officers, who are the more recent entrants into the program. No significant change in the assignment structure is apparent. However, the younger RPAs have received significantly more academic education than their seniors, a trend that is not peculiar to the RPA Program nor to the military. Additionally, the more junior RPAs appear to be coming from a different source than did their seniors. The great majority of senior officers have come to the program after pursuing civilian careers and brought with themselves the experiences gained in their civilian fields. In contrast, the majority of junior officers have not followed civilian careers and apparently entered the RPA Program directly from their initial tour of extended active duty. Finally, a trend toward more operational assignments among the junior RPAs appears to be developing; however, if so, the trend is recent and has not been of sufficient duration to be measured by this thesis.

#### C. RPA OPINIONS AND ATTITUDES

Question II-A of the questionnaire requested that the respondents weigh the influence of twelve factors on their decision to apply for the RPA Program rather than to enter the Regular Coast Guard. Numerical values were attached to the ratings provided in the questionnaires. The values ranged from -2, for factors marked as major deterrents to applying to the RPA Program; to +2, for factors considered to be major benefits of the Program as opposed to entering the Regular Service. Variable 022 through Variable 033 of





the Computer Output section reflect the distribution of responses toward each factor for the respondents as a group and, where significant, responses of the Captain/Commander, Lt. Commander/Lieutenant/Lieutenant(j.g.) subgroups.

Histogram 1 reflects the mean response value for each of the twelve factors provided. The standard deviations, measures of dispersion of opinion among the thirty-eight RPAs, consistently ranged between 0.8 and 1.0 with the exception of the factor concerning reduced afloat assignments where it jumped beyond 1.1. The higher standard deviation indicated that a stronger divergence of opinion exists among RPAs as to whether this factor was perceived as a benefit or deterrent to the Program.

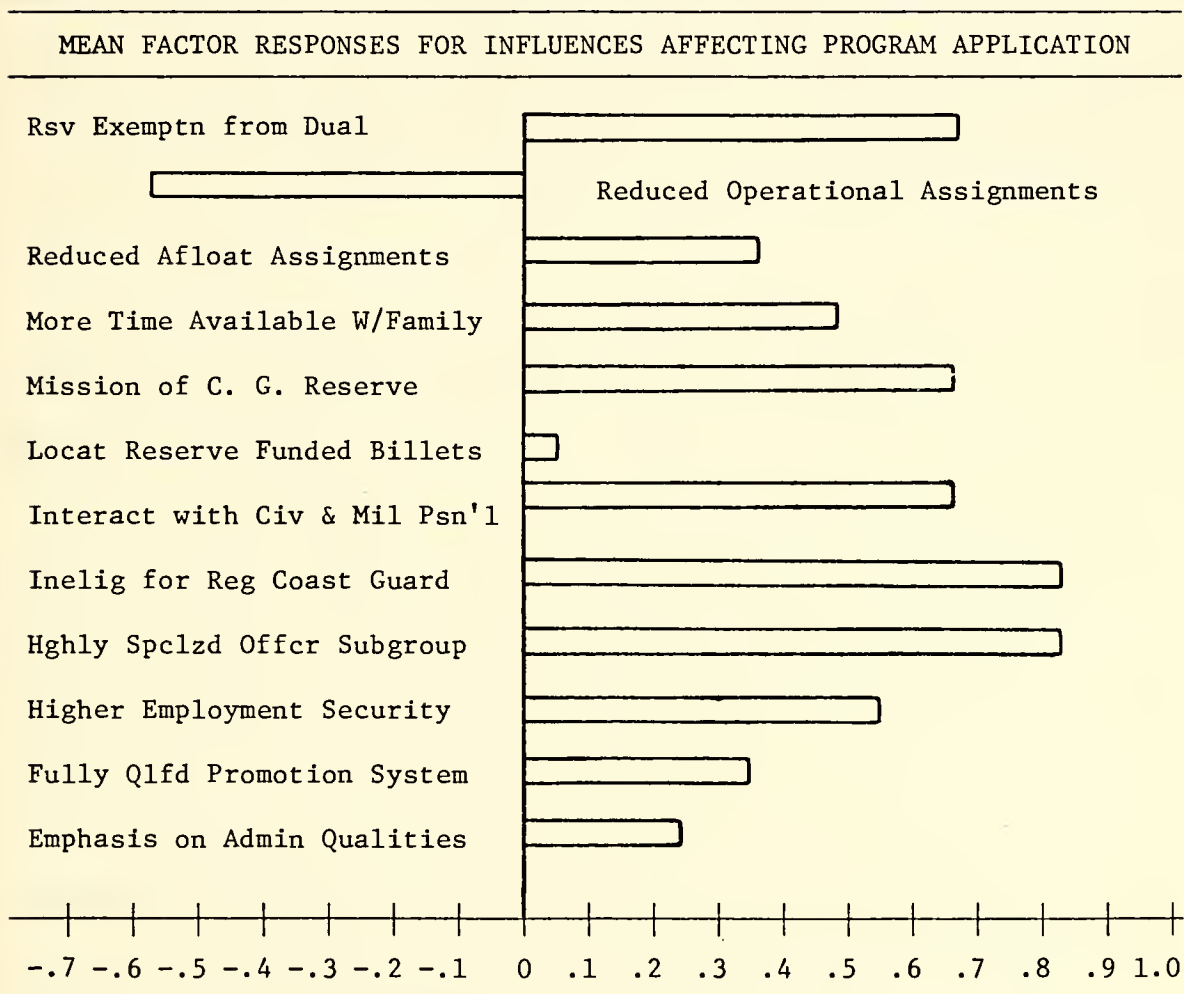
The spread between the reduced afloat assignments factor and the reduced operational assignments factor is significant. It appears that while the respondents perceived the reduction of afloat operational assignments as a benefit of the Program, the across the board relative infrequency of operational assignments was perceived as a deterrent. This position appears to indicate that RPAs would prefer additional nonstaff assignments, but on shore units rather than on floating units.

The most significant factor, however, appears to be the importance of the factor "Ineligibility for the Regular Coast Guard." Fifteen officers selected this factor as a major benefit indicating that as many as forty per cent of the Reserve Program Administrators have joined the Program



because it was the only medium through which they could return to a Coast Guard career. This hypothesis is partially substantiated by the fact that the factor "Mission of the Coast Guard Reserve" was indicated as a major benefit of the RPA Program by only five of the thirty-eight respondents, while being marked as a neutral or detrimental factor by forty-two per cent.

Histogram 1



As discussed previously, that a new major source of RPAs appears to be developing is further evidenced by the responses of ten of seventeen senior officers that their ineligibility for the Regular Coast Guard acted as a major



motivation to applying for the RPA Program as opposed to a similar response of only five of twenty-one junior RPAs. These responses further substantiate the hypothesis that the more senior RPAs have come from civilian life after experience with the Coast Guard Reserve while in an Inactive duty status, while the majority of junior RPAs are joining the program immediately after extended active duty and therefore remain eligible for consideration for integration into the Regular Coast Guard. Additionally, this factor would indicate that the junior RPAs lack first hand experience with the Reserve Program from the viewpoint of Inactive Duty Reserve officers.

The influence sharing the highest mean value with "ineligibility for the Regular Coast Guard" was that of "Highly Specialized Officer Subgroup." This factor was endorsed as a major benefit by twenty-four per cent of the respondents and as a minor benefit by an additional forty-five per cent. The relative strength of this element corresponds to the country-wide trend toward the de-emphasis of the generalist and the increased emphasis of the specialist.

It also appears that junior officers as a group are considering the possibility of a second government career following their retirement from the Coast Guard. Sixty-five per cent of them listed the "Retired Reserve Commissioned Officer's Exemption from Dual Compensation Provisions" as a benefit in contrast to only thirty-six per cent of the senior officers.



Although forty-two per cent of the respondents indicated that they have given serious consideration to leaving the RPA Program, no single reason dominated the comments concerning their motivation for such consideration. It seems that the threat of the phase-out of the Selected Reserve influenced five of the respondents as they reported instability within the Reserve Program or within the RPA Program as the factor most affecting their consideration. Additionally, the majority of the junior officers, eleven of twenty-one, provided an affirmative response to the question of leaving while seventy per cent of the senior officers indicated the opposite response, perhaps reflecting the mobility of those with fewer years committed to a Service career and/or a lesser feeling of security within the Program, also because of a lesser investment in them by the Coast Guard.

Question II-D provided the respondents an opportunity to rank a listing of eight factors with respect to their abilities to increase the overall quality of the average Reserve Program Administrator. The mean response values for each factor are included in Histogram 2. One "other" response was provided by the respondents and is included in both the Histogram 2 and in the Computer Output.

Since a maximum of twenty points were available to each respondent, the estimated mean value available to each factor on an equally likely basis is 2.5 points. The element Tighten the Fully Qualified Promotion System has the highest mean value and, therefore, was considered by the respondents





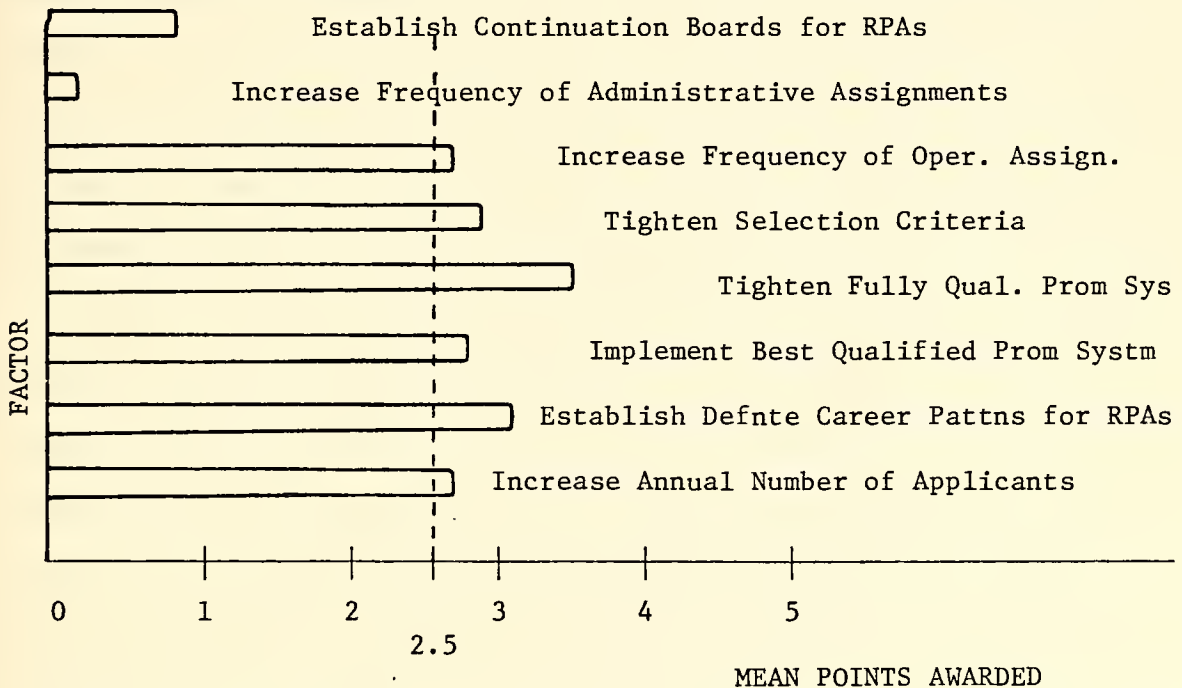
to be the most effective method of RPA improvement. Further, the factors dealing with the promotion of RPAs account for thirty-three per cent of the allotted points indicating that area to be the dominant one for the improvement of the quality of the Reserve Program Administrator.

Histogram 2

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MEAN VALUES FOR POSSIBLE IMPROVEMENTS IN THE RPA PROGRAM

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This emphasis was borne out in the comments section of this question as thirty-four per cent of the respondents indicated that the "weak-links" must be eliminated from the Reserve Administrator Program.

The only other comment that rivaled the former was one receiving equal support that Reserve Program Administrators must serve in operational assignments if they are to



successfully administer an operationally oriented Coast Guard Reserve.

An area of secondary consideration which received comment by twenty-six per cent of the respondents was that tentative career patterns should be outlined at the time of selection into the RPA Program. It was believed that such a policy would provide a range of expertise within the RPAs themselves with respect to the various Coast Guard mission areas and improve the quality of liaisons between Reservists (both Active and Inactive) and operational Coast Guard units which provide the opportunity to inactive duty Reservists for operational training and augmentation.

Seven respondents indicated that the RPAs could compete for promotion on the Active Duty Promotion List. However, several qualified their statements by saying the RPAs should compete as extra numbers, not as regular competitors. Reasons for this qualification were given as Regular officer prejudice (real or perceived), a lower ratio of operational assignments for RPAs and/or the possibility of being the first group to be "selected out" should a reduction in force be necessary. By remaining as extra numbers, the identical criteria could be applied to the RPA without direct competition for "officer count" billets normally held by Regular commissioned officers. Six of the seventeen senior officers responded that the RPA could compete on the ADPL while only one of twenty-one junior officers indicated this belief. Other comments provided by the respondents are included in the Computer Output section.



It is believed that the comments discussed above are valid indicators of the individual attitudes of the respondents because very little guidance was provided by the questionnaire as to the specific subject matter that should be included. As a result, the two most frequent comments -- that weak-links must be eliminated and that operational assignments are an integral component of the career development of the Reserve Program Administrator -- should be given significant consideration.

Almost fifty per cent of the respondents indicated that they have noticed changes in the Program during the past one to five years. Of those who believe that changes have taken place, one-third indicated that greater stress was now being placed on improving the quality of Reserve Program Administrators, almost one-quarter believed that the RPA Program was receiving reduced support from those responsible for its operation, and one-third believed that greater emphasis was being placed on the need for operational assignments among RPAs.

A common thread runs between these three elements which, when summed, account for sixteen of the eighteen affirmative responses. The noncompetitive promotion system now operating for RPAs provides for the retention of all officers who are, at worst, minimally qualified for promotion. This system contrasts with the ADPL which promotes only the best qualified officers. Thus RPAs under the fully qualified system may be retained and promoted who would not be so if



they were competing on the ADPL. This situation tends, of course, to alienate Active Duty Promotion List officers who come into contact with members of the Reserve Administrator Program and the RPAs themselves who believe that the current system does not eliminate the poorer officers from the Service. By increasing operational assignments, RPAs would become more like their ADPL counterparts and thus become better able to compete under similar criteria. Such a situation would ensure relative equality between RPAs and ADPL officers and eliminate a major source of disharmony. This situation will be discussed further in Chapter V.

Although there was consistent reference to the need for operational assignments by the respondents, thirty of thirty-eight or almost eighty per cent indicated that in their case, they had served in about the right number or too few years in staff assignments. This position is contradicted by the reporting that fifty per cent of the respondents consider themselves qualified in only one or no Coast Guard operational mission area and that twenty-four per cent report that they have no operational subspecialty. The contradiction is further highlighted by the fact that forty-one per cent report that their years spent in operational assignment have been too few or much too few and by the negative mean value given to the factor of Reduced Operational Assignments for RPAs in Question II-A.

Two interpretations of the above contradiction are possible: the first is that the respondents did not give full





consideration to the years that must be traded off between staff and operational assignments in order to increase one or the other; or second, that although the respondents recognize that the RPA Program as a whole needs officers who possess a higher concentration of operational experience than does the current cadre, they themselves do not believe that the trade-off of assignments would have been personally beneficial.

It is doubtful that either interpretation is universally applicable. Rather, either one or both interpretations probably apply to various respondents on an individual basis.

The final two questions of the questionnaire analyzed through the computer program were intended to obtain the respondents' understanding of the activity requirements and the performance standards applicable to them in their most recent Reserve assignment.

Fifty-three per cent of the respondents indicated that their understanding of their assigned duties was very clear. However, only twenty-five per cent indicated that their understanding of performance measures applicable to them were clearly understood. This divergence suggests that additional documentation of job standards should be developed and discussed with the officer when he begins a new assignment and reviewed with him at the times of his performance evaluations. This need is also apparent from the fact that twenty-seven per cent also reported that their understanding of performance standards ranged from somewhat uncertain to obscure.



Question III-E, which was manually scaled and evaluated, was designed to profile the day to day activities performed by the Reserve Program Administrator. It requested that the respondent indicate a maximum of six activities performed in his most recent Reserve Administration assignment that he considered to be most important to the mission of the Coast Guard Reserve. Additionally, respondents were asked to indicate whether, in their opinion, each activity, individually, could be significantly more easily or more professionally performed by an officer who had completed postgraduate education or who had experience in other than Reserve billets.

For each affirmative reply, the respondent was requested to choose from lists which provided a maximum of two specialized areas of postgraduate education and/or two assignment areas, as appropriate. The lists provided in the questionnaire were an edited version of the Specialized Training and Experience Tables contained in the United States Coast Guard Register of Officers and Cadets, CG-111.

A total of thirty-four Reserve Program Administrators completed this portion of the questionnaire. Table I indicates the Reserve Administration assignments and the distribution of respondents from which the activities provided were determined.

As is apparent in Table I, the billets which served as the basis for the respondents' replies represent a cross-section of all Reserve billets staffed by Reserve Program Administrators.



TABLE I

| BILLETS SERVED-IN BY RESPONDENTS            | FREQUENCY | % OF TOTAL |
|---|-----------|------------|
| Coast Guard Headquarters (Reserve Training) | 5         | 15         |
| Coast Guard Headquarters (Reserve Programs) | 7         | 20         |
| Coast Guard Headquarters (Reserve Adminstr) | 2         | 6          |
| Coast Guard TRACEN Alameda (Training Offcr) | 1         | 3          |
| District Reserve Division (Chief)           | 5         | 15         |
| District Reserve Division (Asst. Chief)     | 8         | 23         |
| District Reserve Division (Training Offcr)  | 5         | 15         |
| Officer of SECDEF Reserve Affairs (Liaison) | 1         | 3          |
| TOTAL                                       | 34        | 100        |

A total of one-hundred eighty-two activities were reported by the thirty-four respondents resulting in an average of 5.4 activities reported per RPA.

The author was able to reduce this total to eighteen major activities, each of which was further factored into four phases: (1) Planning Phase, (2) Formulation Phase, (3) Executionary Phase and (4) Supervisory Phase. Table III of Appendix B provides a listing of the eighteen basic activities, the four phases and the frequencies reported for each. Histogram 3, Appendix B contains a consolidation of the phases and reports only relative frequencies among activities.

The most significant factor apparent from the tables is that Fiscal Related Activities are a dominant portion of the Reserve Administrators' responsibilities. Fiscal Activities accounted for 13.2% of the total activities reported. The next closest activity, Personnel Management and Human Relations accounted for only 8.2% of the total with the remaining



sixteen activities ranging to as low as 2.2%. The cluster of activities which occurs after Fiscal Related Activity is discounted probably results from the structure of the Reserve Division. Whereas many fiscal matters start/end with the Training Officer in the districts or at Training Units and flow upward/downward to/from the Division Chiefs at Coast Guard Headquarters, other activities, such as ACDUTRA Programs, Reserve Unit Inspections or Policy Decisions may be accomplished within the organizational level at which they are initiated. For example, Reserve Unit Inspections may directly involve only the District Chief or Assistant Chief and the Training Officer while work on the Subhead 93 budget ranges from the Training Officer or Assistant Training Officer through the Division to Coast Guard Headquarters and eventually to Congress on an annual basis. However, such an interpretation does not reduce the necessity that all RPAs become qualified to function in each of the activities.

The typical Reserve Program Administrator's career pattern could easily result in the officer serving in all district level billets and several at Headquarters should he serve twenty to thirty years in Reserve Administration. However, the probability still remains high that during his career he would be called upon to perform fiscal activities more often than any other according to the questionnaire responses.





The recognition that RPAs must possess or gain above average management expertise is further evidenced by the affirmative response in 63.2% of the activities that postgraduate education would significantly increase the ease or professionalism of performance by Reserve Program Administrators.

Histogram 4, Appendix B demonstrates significant agreement as to the area of concentration for those activities believed to require postgraduate education. Thirty-seven per cent of the total activities reported requiring education were correlated with special training in Management. Further, sixty-nine per cent of the activities were correlated with special training in either Management or Administrative areas of concentration. A secondary area of concentration was Education which correlated with thirteen per cent of the one-hundred fifteen reported activities.

The current practice of assigning Reserve Program Administrators to the Naval Postgraduate School, Monterey, California appears to satisfy the recommendations of the respondents concerning postgraduate education with the exception that an increased number of annual assignments would appear to be beneficial and expansion of the areas of concentration within the Management Curriculum beyond Finance into Personnel Administration and Management Science for some RPAs would prove beneficial.

Although the respondents have consistently indicated a high value for operational assignments for Reserve Program



Administrators, their responses as reported in Variable 059 of the Computer Output section indicate that assignments to Administrative or Training billets are considered to be of the greatest value. These responses reflect the long term emphasis of Reserve Administration on management and administrative responsibilities inherent in the principle activities of the Program. Apparently, the primary value of operational assignments is considered to be the provision to the RPA a store of experience from which to draw in those situations which would benefit from such expertise; for example, when attempting to develop an effective Port Safety Training Program or when interacting with operating units concerning augmentation programs or problems.

As would be expected, the current emphasis on Port Safety in Reserve Units has spilled over onto the Reserve Administrator Corps. Port Safety and Marine Environmental Protection scored as the most valued type of operational assignment. Several "other" areas were mentioned, however because they did not receive at least five correlations with activities they were eliminated from consideration and evaluation.

The Experience and Education Histograms of Appendix B reflect significant correlation between education and assignment experience valued by the respondents. Both areas represent a dominant emphasis on Management and Administration in those activities considered by the respondents to be of greatest benefit to the Coast Guard Reserve. This correlation was expressed effectively by one respondent who stated



the opinion that although ". . . operational assignments are very important to retain a perspective of the overall Coast Guard. . . (we) . . . cannot afford to lose sight of the primarily administrative nature of the billets at Headquarters, District Offices and Training Centers" to which Reserve Program Administrators are assigned for more than one-half of their careers.

Spearman correlation analysis was performed on all questionnaire variables which were considered to be potentially related. Emphasis was placed on attempting to determine relationships resulting from the rank, the years of operational experience and whether or not a civilian career had been pursued by the respondents. Additionally the factors affecting the decision to apply for the RPA Program versus the Regular Coast Guard and the factors believed to provide the greatest potential for improvement of the RPAs were tested for correlation. No significant correlations were found to exist between any of the factors tested. The lack of correlation indicates that the attitudes of the RPAs are not homogeneous with respect to any questionnaire variable and that the variables reflecting services experiences shared in common by the RPAs apparently had no common effect on their attitudes.

Question III-H, which was designed to measure the quality and frequency of contacts between RPAs serving in Reserve assignments and officers serving in operational billets had to be discarded from consideration because of its lack of



clarity having been reported by almost twenty per cent of the respondents.





## V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### A. SUMMARY AND CONCLUSIONS

The Congressional directive that officers of the Coast Guard Reserve should be retained on active duty to assist and participate in the administration of the Coast Guard Reserve Program serves as the basis for the existence of the Service's Reserve Administrator Program. Since its inception in 1954, the number of officers serving on extended active duty within the Program has ranged from a low of twenty-five in 1959 to its current high of fifty-nine officers.

The structural development of the Program appears to have resulted from a combination of semi-political decisions involving the Reserve Officers' Association and a management by exception policy by those responsible for its operation. Few significant changes have taken place within the Reserve Administrator Program with the exception of its officer promotion/retention element. Prior to the passage of the KERRINS Legislation, which directed that a best qualified promotion system be implemented for Regular Service officers, RPAs and Regular officers were promoted under relatively similar criteria. However, the passage of the legislation forced a distinction in the promotion systems. The current RPA promotion system, effectively guarantees that all RPAs will be promoted to the rank of Commander unless they are explicitly reported as not fully qualified for promotion. Officers who meet the minimum qualifications for promotion



are retained and promoted under the RPA system while they would most probably be separated from the service if they were on the Active Duty Promotion List. The existing disparity of promotion criteria between ADPL and RPA officers and the hybrid system developed for the RPAs has caused continuous uneasiness both in the members of the Program and in those responsible for its operation. This uneasiness is apparent in the historical development by the initial Congressional legislation directing the operation of distinct promotion systems for ADPL and RPA officers and by the frequency of official communications among the Coast Guard Office of Personnel, Office of Reserve, the Reserve Officers' Association and the RPAs themselves concerning promotion system policy and operations. Additionally, the replies of those whose questionnaire responses are reported in this thesis indicate a dissatisfaction with the promotion system which does not eliminate weaker links from the Program or provide the opportunity for deep selection.

The shift to operational training for the Coast Guard's Inactive Reserve has also had an impact on the RPA Program. In 1973, the Chief, Office of Reserve suggested a need for additional operational assignments for Reserve Program Administrators in order to provide them with the experience necessary to manage an operational Reserve training program. Since a lack of operational experience is the principle factor differentiating RPAs from their ADPL counterparts, an across the board increase in the number of operational



assignments should improve the competitive position of the RPA corps should they be evaluated under similar criteria. To date however, policy changes affecting additional operational assignments have not been ordered and the RPA remains a highly specialized officer serving to manage and administer affairs.

As indicated above, a questionnaire was prepared and mailed to all RPAs serving on extended active duty in order to develop a profile of the current Reserve Program Administrators. In excess of seventy-three per cent of those queried returned the completed questionnaires. It was found that the distribution of RPAs among year groups remains very dispersed which eliminates in-program competition for promotion. Also, although one-third of the years of service of the RPA are, by policy, to be served in nonreserve assignments, senior RPAs averaged over seventy-five per cent of their careers in staff assignments while junior have spent fewer, about sixty-eight per cent. The reduction in staff assignments between senior and junior RPAs may indicate a greater concern for operational experience among RPAs by those serving in the Officer Assignments Branch of Coast Guard Headquarters.

With respect to education, ninety-two per cent of the RPAs who responded have earned bachelor's degrees and twenty-nine per cent have earned master's degrees. Junior RPAs account for nine of the eleven master's degrees held by Reserve Program Administrators.



Another differentiation between senior and junior RPAs exists with respect to the pursuance of civilian careers prior to entry into the Program. Seventy-five per cent of the senior RPAs had worked in civilian occupations while less than thirty-three per cent of the junior officers had.

Finally, ten of seventeen senior officers reported that their ineligibility for the Regular Coast Guard was a major motivation in their decision to apply for the RPA Program while only five of the twenty-one junior officers so responded indicating that the source of new RPAs may now be extended active duty reserve commissioned officers who remain eligible for integration into the Regular Coast Guard.

These factors point to growing differences between those who entered the Program during its early years and the more recent entrants. If, as believed, senior RPAs tended to have experienced the Reserve Program from an inactive duty standpoint and junior RPAs are primarily limited to extended active duty experience and membership on the Active Duty Promotion List, will these differences affect the management and policies of the Reserve Program as the more senior officers retire? It appears that the junior officers share closer ties to the Regular Coast Guard than do their predecessors whose ties appear to be with the inactive duty Reserve. Will these new ties be to the betterment or detriment of the Reserve Training Program? Do junior officers (RPAs) perceive themselves primarily as specialized Reserve administrators or as active duty Coast Guard officers whose staff





specialty is Reserve Administration much as other officers develop staff specialities in Personnel Administration or Intelligence? Finally, with respect to this last factor, which rôle do the senior policy makers within the Service prefer for those who administer the Reserve Program? These questions are beyond the scope of this thesis but must be answered prior to the formation of long term policy decisions affecting the future of the Reserve Administrator Program.

A narrow interpretation of the Congressional directive would, most probably, allow the RPA Program to be eliminated and only one Reserve commissioned officer continued on active duty to administer the Reserve Program with all other administration provided by Regular Coast Guard officers or Reserve officers serving under short term contracts. It seems doubtful that the later possibility would be efficient because it would not provide career opportunities to those chosen. Additionally, such a narrow interpretation would probably be opposed by Reserve Associations as contrary to the intent of Congress and as threatening to the long-term existence of an effective Selected Reserve program.

However, retention of Reserve commissioned officers on extended active duty after their initial period of obligated service for the purpose of a staff specialty of Reserve Administration would not require such a narrow interpretation of the legislation but it would require additional legislation to continue these officers on the ADPL and would require that they be given non-reserve assignments which would



allow them to compete equally for promotion. Additionally, such a decision might result in the reduction of actual officer billets due to the current legislative procedure of including RPAs as additional numbers of any staff with which they serve.

The RPAs who responded to the questionnaire indicated that reduced operational assignment opportunities were a negative factor inherent in the Program and that additional operational assignments are necessary to administer an operationally oriented Reserve Program. However, a significant majority reported that their ratio of staff assignments to years in the Program had been about right suggesting that while each officer perceived additional operational assignments to be for the good of the Program, they were not perceived as a benefit to themselves. This apparent contradiction is not totally explainable.

According to the respondents, the most effective method of improving the quality of the RPA corps would be to amend the present promotion/retention system by tightening the fully qualified promotion criteria and thereby eliminating the weaker officers from the Program as the ADPL does for Regular Coast Guard officers. The establishment of definite career patterns for new RPAs was also perceived as of significant benefit as it would allow the Program to develop within itself operational experience and would provide positive motivation for those in the Program by demonstrating interest in their careers. The increasing of the frequency



of staff assignments was severely refuted as a method of improving officer quality. Instead, a stronger educational background in finance and personnel management was indicated.

In reporting their day to day activities in their most recent Reserve assignment that were of greatest benefit to the Reserve Program, the respondents indicated that fiscal related matters dominated, representing over thirteen per cent of the total activities reported. Personnel Management and Human Relations followed with just over eight per cent. The dominance of fiscal activity is explained by the total involvement of all management levels in one or more phases whereas many of the other activities may take place independently at one level or another.

The need for management training and experience was soundly voiced by the RPAs who responded to the questionnaire. Sixty-nine per cent of the total activities were positively correlated with postgraduate education in either Management or Administration. Additionally, performance in almost fifty per cent of the activities was believed to be significantly improved by experience in military assignments which provide extensive staff experience in Management and Administration. These responses reflect the RPA's realization that although operational experience is of benefit, education and experience tours concentrating in management and administration serve as foundations for the primary activities of the RPA while the operational tours serve more as a supplemental source from which to draw when specific needs in those areas arise.



The respondents also indicated that the elements of reserve assignments are well explained during the early days of new assignments but that greater effort should be made to establish and explain the criteria under which their performance will be measured.

Correlation analysis did not reveal interrelationships between the variables measured by the questionnaire indicating that the development of attitudes of each RPA apparently has taken place independently of those common influences that they have experienced and that were measured in the questionnaire such as rank, years in operational assignments and/or the pursuance of a civilian career.

#### B. RECOMMENDATIONS

The Reserve Training mission of the Coast Guard is probably the least tangible of all its functions. Search and Rescue, Aids to Navigation and Port Safety all have daily reminders of their value both to the Coast Guard and to the public which it serves, however, Reserve Training lacks this daily reinforcement. It is only in times of national emergencies that the need for a strong and operationally qualified Reserve force emerges.

The lack of daily rewards, available to their counterparts serving in other mission areas, requires an additional dedication by the RPA. In addition to his dedication to the Coast Guard, he must also possess a strong interest and belief in the mission of the Coast Guard Reserve. For example, it is much easier to justify funds for a Search and Rescue





vessel, for a measure of the lives and dollars saved by it will be available; than to justify funds for a training program which might never be of any tangible benefit.

To the extent that it would be incongruous to place the Reserve Training mission alongside other Coast Guard missions, it would also be so to attempt to integrate the RPA into the Regular Service. Such an action would, in effect, eventually result in a situation in which the RPA would view the Reserve Program the same as they see other Coast Guard missions. In doing so, he could naturally expect to receive the same day to day reward from Reserve Training as he would from such missions as Search and Rescue, Aids to Navigation and Marine Inspection. The denial of these rewards within the Reserve Program would, almost certainly, be detrimental to the officer's morale and could easily have an adverse effect on his performance. The final result would, most probably, be a reduction in the effectiveness of the RPA within his specialty and possibly even, in the long run, the demise of the overall Reserve Program.

In order to increase and maintain the dedication of the Reserve Program Administrators, it is believed that they must be retained as a highly specialized subgroup dedicated primarily to the mission of Reserve Training. However, at the same time, neither they nor their Regular Service counterparts should have reason to believe that RPAs require or receive preferential treatment with respect to promotion and retention. Additionally, there appears to be general



agreement that changes in the current RPA promotion system are necessary to eliminate that belief. The most effective method of doing so would be to place both officer groups under similar criteria for promotion/retention. At the same time it must be remembered that the existing career patterns of the two groups remain different and that prejudice between the two groups is believed to exist. Its existence was exemplified in the responses to the Chief, Office of Reserve letter mentioned earlier to which the RPAs responded that ". . . RPAs could not compete with the Regular's successfully due to: a. restricted experience, b. discrimination, and c. potential 'cannon fodder' for RIF's. . ."<sup>27</sup> Also, differences between staff and operational assignment performance evaluations must exist in order to recognize the inherent performance requirement differences. However, it is not believed that either type of assignment deserves a preference, for the contemporary Coast Guard requires expertise in both.

By transferring RPAs to the Active Duty Promotion List as extra numbers, few could criticize the justice of either their exposure to similar promotion/retention criteria or the substantial reduction of opportunities for prejudicial treatment, either positive or negative. Such a transfer would require documentation of the promotion criteria and an elimination of bias toward operational assignments if it does exist if RPAs are to be compared to a standard that

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<sup>27</sup> United States Coast Guard, Office of Reserve, Reserve Program Administration Program Proposals, May, 1973.



would "float" with the quality of their Active Duty Promotion List counterparts. Further, if RPAs receive additional operational assignments, as suggested, career assignment differences between the two groups will gradually be reduced.

The author has very limited knowledge of promotion board procedures, but it is believed that the following practices would effectively equate the RPA and Regular officer promotion/retention opportunity:

- a. Continue the current practice of assigning RPAs as running mates to ADPL officers.
- b. When the ADPL officer enters the zone for consideration for promotion, including deep selection, the RPA officer would receive like consideration.
- c. Through current board procedure, amended as necessary to eliminate a possible bias toward operational assignments, ADPL officers would be considered for promotion as usual, with the normal cut-off and the deep selection criteria being determined.
- d. All RPAs whose running mates had been considered would then be compared to the criteria corresponding to the cut-off for normal or deep selection as appropriate.
- e. Those RPAs above the appropriate criteria would be selected for promotion, those below would be passed-over.
- f. Second opportunities for consideration, and procedures for release from active duty currently in effect for ADPL officers would be applicable to all RPAs.
- g. As required by law, a Reserve commissioned officer would continue to maintain voting membership on all boards considering Reserve commissioned officers for selection for promotion.

The benefits of placing RPAs, as extra numbers, on the ADPL, which would accrue to themselves, their Regular Service counterparts and to the Coast Guard are:



- a. As extra numbers, the RPAs would remain as additional numbers of any staff with which they serve, thus maintaining the total number of Coast Guard officers available to the Service.
- b. All officers would be evaluated under the same criteria, thus eliminating real or perceived inequities between RPAs and Regular Coast Guard officers.
- c. The need for differentiating between ADPL and RPA officers in the fitness reporting system would be eliminated.
- d. RPAs would become eligible for deep selection for promotion.
- e. RPAs would not become subject to group or individual release, simply because they hold Reserve commissions, should reductions in force be ordered due to their continued status as extra numbers, however weaker officers would be eliminated from the Program as are similar officers of the Regular Service.
- f. A fixed percentage of those RPAs within the consideration zone would not be required to be passed over due to promotion percentage limitations. Rather, if all lie above the cutoff, all would be promoted, if all lie below, they would be passed over.
- g. Prejudicial attitudes that might exist would probably never be actualized because the RPAs would not be competing directly against Regular commissioned officers for promotion and because a minimum of one Reserve officer would be a voting member of each board.

The promotion system suggested above did not originate with the author, but was suggested by several members of Commandant (GR) staff. However, it is believed that if it were implemented, a revitalized Reserve Administrator Program would emerge; one which would place the RPA and Regular officer on equal footing within the Service and one that would eliminate the amendments to the RPA promotion system so frequent in the past.





Changes in the promotion system should be accompanied by a greater emphasis on the quality of the officer evaluation process. In order to do so, it is recommended that utilization of the "remarks" section of the present fitness report form be broadened. It is in this space that the differences in performance requirements between operational and staff assignments could be recognized. If, as indicated by their responses, RPAs continue to perform in basically the eighteen activity areas reported in Table III, Appendix B, specific comments by their reporting seniors concerning their performance and growth in these areas would focus on the RPA's performance in his specialty as well as his overall quality as a Coast Guard officer. Such comments should encourage the RPA to continue to develop his talents in his area of expertise.

As indicated by seventy-five per cent of the respondents, the criteria established for the evaluation of their performance is less than explicit. It is imperative for the development and morale of those in the Program that the performance criteria be established, that those in positions of responsibility be trained to effectively utilize those standards in a consistent manner and that those who are subject to the standards completely understand their application to all duty requirements. A fair and consistent evaluation is a prerequisite for an effective promotion/retention system. The development of performance standards focusing on the activities of the RPA as a supplement to the



current fitness report would allow the documentation and standardization of evaluation procedures and levels of performance.

The Reserve Administrator provides an expertise and philosophy to the Reserve Program. This expertise would be quickly lost, or never developed if the RPAs are continually moved from one mission area to another. In order to exploit this expertise to the Service's advantage, it must continue to be developed and remain concentrated primarily within the Reserve Program. The Coast Guard appears to have recognized the benefits of such an approach by its concentration of postgraduate training for RPAs in the Management fields. This approach should be expanded to include all new RPAs qualified for advanced education and supplemented by rotational assignments complementing Reserve administration as well as contributing to the officer's development as a Coast Guard officer.

Additionally, a curriculum in the education field that will provide a portion of the Reserve Administrator corps with the tools necessary for them to develop effective training methods and programs should be added to the Service's Postgraduate Education Program. Such a degree program would complement the current emphasis on the Management field. A program explicitly designed for the military educator is currently being developed by the Naval Postgraduate School. Its content and applicability to the Reserve Training Program may be influenced at this early stage by inputs



from Coast Guard Headquarters. Additionally, refresher programs will soon be available from the school to assist in the career development of officers. A well trained RPA corps could act as the nucleus for the application of these programs for the career development of all Coast Guard officers. It is recognized that Education is not a routine career development field for most Service officers, however its benefits to those engaged in developing effective methods for Reserve training would be invaluable.



## APPENDIX A

SMC #1212  
U.S. Naval Postgraduate School  
Monterey, California 93940

16 September 1974

Dear Fellow RPA:

Enclosed is a questionnaire requesting your comments concerning certain aspects of the Reserve Administrator Program. Because of the continuous amendments, and in some officers' opinions, attacks on the Program I have chosen it as the subject of my masters thesis. Without your assistance, it will be impossible to obtain honest inputs from one of the foundations of the entire Reserve Program -- the RPA himself.

Because my topic has been chosen under the auspices of Comdt(GR) it is hoped that the data you provide will serve as a direct input to those who will make final decisions concerning the direction of the RPA Program.

Completion of the questionnaire should require less than one hour of your time. I thank you for this contribution and sincerely believe that the results obtained through your assistance will benefit all RPA's. If you wish to receive the results of this study, please mail the enclosed postcard; a copy of the thesis will then be provided to you by January '75.

General directions to guide your completion of the questionnaire are:

- a. Please answer all questions about time to the nearest full year,
- b. If your current assignment is in Reserve Administration, it qualifies as "most recent Reserve Administration assignment,"
- c. All MIO assignments should be considered operational. If doubtful as to staff vs operational, apply the question "Do I or did I at any time have the authority to order a vessel of at least 30 feet to get underway?", if yes, the assignment was operational,
- d. Please do not review previous questions or responses prior to responding to the question currently under consideration,





- e. Please give careful consideration to each response and answer as honestly as possible. ALL REPLIES WILL REMAIN ANONYMOUS,
- f. Please provide "other" replies if those listed are insufficient,
- g. If you are unable or unwilling to respond to a particular question, please briefly explain the reason,
- h. If replies require additional space, please continue on back of page,
- i. Please return completed questionnaire by 12 October 1974.

Thank you again,

Ron Hindman, Lt., USCGR



## RESERVE ADMINISTRATOR PROGRAM QUESTIONNAIRE

### I. COAST GUARD SERVICE:

- A. On the continuum below, please enclose with a circle the number corresponding to your total years of active commissioned service.
- B. On the continuum below, please enclose with a square the number corresponding to your total years as an RPA (include provisional status).
- C. On the continuum below, please enclose with a triangle the number corresponding to the total years since becoming an RPA that you have served in staff assignments.
- D. On the continuum below, please enclose with a jagged circle the number corresponding to the total years since becoming an RPA that you have served in operational assignments.

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

17 18 19 20 21 22 23 24 25 26 27 28 29 30

- E. On the continuum below, please encircle the number corresponding to the total years of education that you have completed beyond high school.

0 1 2 3 4 5 6 7 8 9

- F. Please encircle the number(s) corresponding to the academic degree(s) or membership(s) in profession(s) which you have earned. Please indicate major/field in space provided.

|               |       |       |
|---------------|-------|-------|
| 1. BA/BS      | Major | _____ |
| 2. Masters    | Major | _____ |
| 3. Doctorate  | Major | _____ |
| 4. Profession | Field | _____ |

- G. Prior to entering the RPA Program, did you pursue a nonmilitary career? (exclude time spent as student, circle answer)

YES

NO

- H. If your answer to Question G was yes, please continue on the following page, otherwise go on the THE RPA PROGRAM.



i. Please describe your civilian career in terms of official title and major duties performed:

ii. For how many years did you pursue the above career?  
(circle years)

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

iii. Did you possess special skills or educational qualifications for the above described career?

YES NO

If yes, please explain. . .

iv. What factors influenced your decision to abandon or postpone your civilian career?

v. How many times did you apply for selection to the RPA Program prior to your first admittance?  
(circle # times)

1 2 3 4



## II. THE RPA PROGRAM:

- A. Please indicate by a check in the appropriate column adjacent to each factor in the table below, the factor's influence on your decision to apply for the RPA Program rather than the Regular Coast Guard: (additional factors which you consider to be of major importance may be added in the spaces provided)

| FACTOR                                      | major<br>deterrent | minor<br>deterrent | neutral | minor<br>benefit | major<br>benefit |
|---|--------------------|--------------------|---------|------------------|------------------|
| Emphasis on Administrative Qualities        |                    |                    |         |                  |                  |
| Fully Qualified Promotion System            |                    |                    |         |                  |                  |
| Higher Employment Security                  |                    |                    |         |                  |                  |
| Highly Sepcialized Officer Subgroup         |                    |                    |         |                  |                  |
| Ineligibility for Regular Coast Guard       |                    |                    |         |                  |                  |
| Interact with Civilian and Military Persn's |                    |                    |         |                  |                  |
| Location of Reserve Funded Billets          |                    |                    |         |                  |                  |
| Mission of Coast Guard Reserve              |                    |                    |         |                  |                  |
| More Time Available for Family Life         |                    |                    |         |                  |                  |
| Reduced Afloat Assignments                  |                    |                    |         |                  |                  |
| Reduced Operational Assignments             |                    |                    |         |                  |                  |
| Reserve Exempt'n from Dual Comp Provisions  |                    |                    |         |                  |                  |
| (other)                                     |                    |                    |         |                  |                  |

- B. Have you ever seriously considered leaving the RPA Program? (circle one)

NO

YES

If yes, why . . .





C. Have you left the RPA Program to return to inactive duty or to integrate?

YES

NO

If yes, why . . .

D. Given your own impressions of the overall quality of the average RPA, how do you believe the quality of officers could best be improved? (allot up to 20 total points, in any apportionment, to one or more of the following areas)

| FACTOR   | POINTS |
|--|--------|
| i. Attempt to increase the annual number of Program applicants;                        | _____  |
| ii. Establish a more structured career pattern for each Reserve Program Administrator; | _____  |
| iii. Establish a "tighter" fully qualified promotion criteria;                         | _____  |
| iv. Establish a promotion system based on most qualified criteria;                     | _____  |
| v. Establish more stringent selection requirements for applicants;                     | _____  |
| vi. Increase the percentage of assignments in operational billets;                     | _____  |
| vii. Increase the percentage of assignments in administrative billets;                 | _____  |
| viii. Other (please specify) _____   | _____  |
| _____  | _____  |
| Total  | 20     |

Please comment on each item given five or more points.



- E. Have you noticed any change in the emphasis of the RPA Program during the past one to five years:  
(circle one)

YES

NO

If yes, please comment . . .

### III. YOUR ASSIGNMENTS:

- A. The years I have served in staff assignments have been: (circle one)

much too few    too few    about right    too many

much too many

to qualify me to administer the Reserve Program at a level of proficiency appropriate to my grade.

- B. At my present grade and because of previous operational assignments, my service file indicates that I am qualified (meet minimum requirements) to serve at operating units tasked with the following missions:  
(circle number, if any, of each area in which qualified)

|    |                   |    |                         |
|----|-------------------|----|-------------------------|
| 01 | Port Safety       | 07 | SAR--Afloat             |
| 02 | Marine Inspection | 08 | L/E--Afloat             |
| 03 | Afloat--General   | 09 | Flight Duty             |
| 04 | A/N--Afloat       | 10 | CO/XO--Afloat           |
| 05 | A/N--Ashore       | 11 | (other, please specify) |
| 06 | SAR--Ashore       | 12 | _____                   |

- C. Of the tasks indicated above (if any), I consider (indicate numbers only, max two) \_\_\_\_\_ to be my operational subspecialty(s).

- D. The years I have served in operational assignments have been: (circle one)

much too many    too many    about right    too few

much too few

to qualify me to serve proficiently in my operational subspecialty at a level appropriate to my grade.  
(skip if no numbers provided in "C" above)



NOTE: THIS PAGE MAY BE DETACHED PERMANENTLY

E. Please complete the table on the following page according to the instructions below:

- i. Please indicate your most recent Reserve Administration assignment in the spaces provided;
- ii. After careful consideration, please list the six activities (order unimportant) that you performed in the assignment above that you consider most important to the Reserve Program's mission.
- iii. Indicate in Column 2 (by YES or NO) adjacent to each activity whether it could be performed significantly more easily or professionally by an officer who had completed advanced education (beyond BA/BS) in one of the following areas:

|                                   |   |
|-----------------------------------|---|
| 01 Naval War College              | 17 Management                                 |
| Armed Forces Staff College        | 18 Public Administration                      |
| Command and Staff Course          | 19 Supply                                     |
| 02 Engineering Administration     | 20 Psychology                                 |
| 03 Mgmt. & Industrial Engineering | 21 International Affairs                      |
| 04 Mathematics                    | 22 Operations Research                        |
| 05 Business Administration        | 23 Flight Training                            |
| 06 Accounting                     | 24 Humanities                                 |
| 07 Communications                 | 25 Ocean Engineering                          |
| 08 Law                            | 26 Communications Management                  |
| 09 Oceanography                   | 27 Industrial College of<br>the Armed Forces  |
| 10 Personnel Administration       | 28 Science                                    |
| 11 Ordnance Engineering           | 29 Financial Management &<br>Public Budgeting |
| 12 Merchant Marine Industry       | 30 Transportation                             |
| 13 Administration                 | 31 Computer Systems Management                |
| 14 Comptrollership                | 32 Other (please specify)                     |
| 15 Education                      |   |
| 16 Judge Advocate Course          |   |

- iv. For each answer yes above, indicate in column 3 the number corresponding to the advanced education specialty(s) believed to be most beneficial. (limit 2 Choices)
- v. Indicate in Column 4, (by YES or NO) adjacent to each activity whether it could be performed significantly more easily or professionally by an officer who had experience in any of the following areas prior to assignment:

|                             |                                    |
|-----------------------------|------------------------------------|
| 01 General Administration   | 12 A/N Ashore                      |
| 02 Personnel Administration | 13 A/N Afloat                      |
| 03 Training Commands        | 14 Port Safety                     |
| 04 Fiscal Management        | 15 Marine Environmental Protection |
| 05 Supply Management        | 16 Shore Unit CO/XO                |
| 06 Merchant Marine Safety   | 17 Boating Safety or Auxiliary     |
| 07 Engineering Afloat       | 18 Floating Unit Administration    |
| 08 Engineering Ashore       | 19 Afloat CO/XO                    |
| 09 Aviation                 | 20 Afloat OPS/DECK                 |
| 10 SAR Ashore               | 21 Other (please specify)          |
| 11 SAR Afloat               |                                    |



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- vi. For each answer yes above, indicate in Column 5, the number corresponding to the experience(s) believed to be most beneficial. (limit 2 Choices)

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E.

| ASSIGNMENT: _____<br>MO/YR:      RPTD _____ DTCHD _____<br>MAJOR DUTIES | EDUCATION |   | EXPERIENCE |   |
|---|-----------|---|------------|---|
|   | 2         | 3 | 4          | 5 |
| 1.  |           |   |            |   |
| 2.  |           |   |            |   |
| 3.  |           |   |            |   |
| 4.  |           |   |            |   |
| 5.  |           |   |            |   |
| 6.  |           |   |            |   |



- F. During the first year of my most recent Reserve Administration assignment, my understanding of the duties for which I was responsible was: (circle one)
1. Very Clear
  2. Generally Understood
  3. Somewhat Uncertain
  4. Obscure
- G. During the first year of my most recent Reserve Administration assignment, the criteria against which my performance was measured was to me: (circle one)
1. Very Clear
  2. Generally Understood
  3. Somewhat Uncertain
  4. Obscure
- H. This final question is designed to measure your impression of three factors: (a) the absolute frequency, (b) the relative frequency and (c) the quality of contacts, concerning Reserve affairs, between yourself and officers serving in operational assignments. Please read the entire question before attempting to answer.
- i. Considering individually each calendar year that you have served in your most recent Reserve administration assignment, please choose the block from the table on the following page that best describes the frequency and quality of your official contacts, concerning Reserve affairs, with officers serving in operational assignments,
  - ii. In order to choose the appropriate level within the block(s) selected in "i" above, compare the frequency of contacts for the year under consideration to its immediate predecessor only. If the number of contacts has increased, write the last two digits of the annual year under consideration in the lower 1/3 of the block, if the number of contacts has decreased relative to the previous year, write the last two digits of the annual year under consideration in the upper 1/3 of the block and if you are considering the first year or there has been no relative change in the frequency of contacts between the last two years, write the last two digits in the middle 1/3 of the block. (There should be an entry for each calendar year served in your billet.)



| FREQUENCY        | QUALITY            | I Was Tolerated | One-Sided | Mutual Cooperation | Active Participation |
|------------------|--------------------|-----------------|-----------|--------------------|----------------------|
| Almost Never     | Decrease           | -----           | -----     | -----              | -----                |
|                  | 1st Year/No Change | -----           | -----     | -----              | -----                |
|                  | Increase           | -----           | -----     | -----              | -----                |
| Occasionally     | Decrease           | -----           | -----     | -----              | -----                |
|                  | 1st Year/No Change | -----           | -----     | -----              | -----                |
|                  | Increase           | -----           | -----     | -----              | -----                |
| Frequently       | Decrease           | -----           | -----     | -----              | -----                |
|                  | 1st Year/No Change | -----           | -----     | -----              | -----                |
|                  | Increase           | -----           | -----     | -----              | -----                |
| Quite Frequently | Decrease           | -----           | -----     | -----              | -----                |
|                  | 1st Year/No Change | -----           | -----     | -----              | -----                |
|                  | Increase           | -----           | -----     | -----              | -----                |
| Constantly       | Decrease           | -----           | -----     | -----              | -----                |
|                  | 1st Year/No Change | -----           | -----     | -----              | -----                |
|                  | Increase           | -----           | -----     | -----              | -----                |



# APPENDIX B

TABLE II

| ANNUAL NUMBER OF RPAs SERVING ON EXTENDED ACTIVE DUTY |        |      |        |
|---|--------|------|--------|
| YEAR  | # RPAs | YEAR | # RPAs |
| 1956  | 37     | 1965 | 50     |
| 1955  | n.a.   | 1966 | 53     |
| 1956  | n.a.   | 1967 | 54     |
| 1957  | n.a.   | 1968 | 56     |
| 1958  | n.a.   | 1969 | 58     |
| 1959  | 25     | 1970 | 56     |
| 1960  | 41     | 1971 | 52     |
| 1961  | 42     | 1972 | 51     |
| 1962  | 43     | 1973 | 55     |
| 1963  | 49     | 1974 | 59     |
| 1964  | 49     | --   | --     |

n.a. -- not available

Source: USCG REGISTER (CG-311)

USCG Personnel  
Instructions





TABLE III. ACTIVITIES OF MOST RECENT RESERVE ADMINISTRATION ASSIGNMENT  
CONSIDERED MOST BENEFICIAL TO THE MISSION OF THE RESERVE PROGRAM

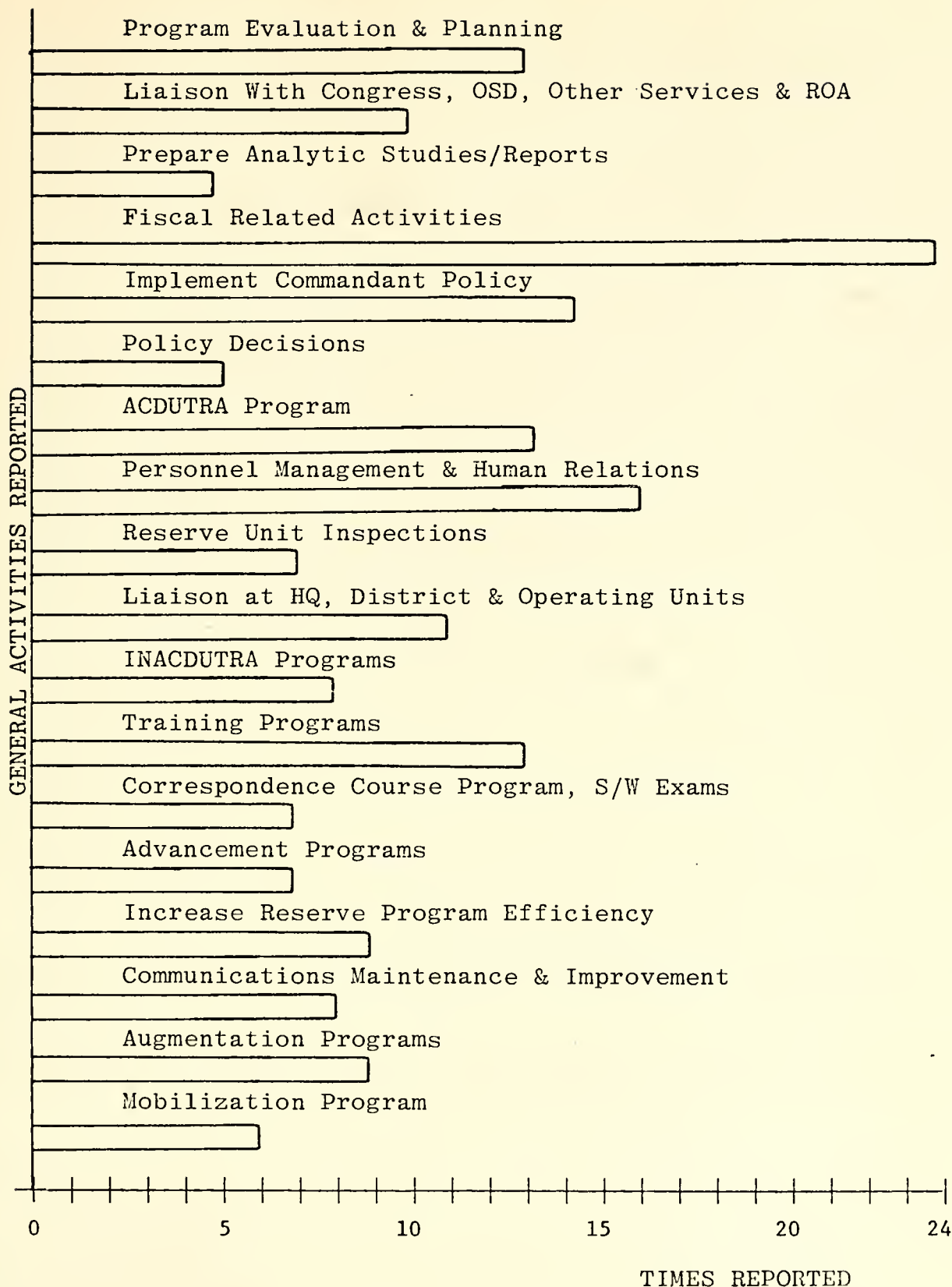
| ACTIVITY REPORTED                                       | PHASE              | TIMES REPORTED |
|---|--------------------|----------------|
| Program Planning & Evaluation                           | Planning Phase     | 5              |
|   | Formulation Phase  | 6              |
|   | Executionary Phase | -              |
|   | Supervisory Phase  | -              |
|   | Total              | 11             |
| Liaison with Congress, OSD, Other<br>Services & ROA     | Planning Phase     | 3              |
|   | Formulation Phase  | 3              |
|   | Executionary Phase | 3              |
|   | Supervisory Phase  | -              |
|   | Total              | 9              |
| Prepare Analytic Studies/Reports                        | Planning Phase     | -              |
|   | Formulation Phase  | 3              |
|   | Executionary Phase | 1              |
|   | Supervisory Phase  | -              |
|   | Total              | 4              |
| Fiscal Related Activities                               | Planning Phase     | 6              |
|   | Formulation Phase  | 9              |
|   | Executionary Phase | 9              |
|   | Supervisory Phase  | -              |
|   | Total              | 24             |
| Implement Commandant Policy<br>(General Administration) | Planning Phase     | -              |
|   | Formulation Phase  | -              |
|   | Executionary Phase | 8              |
|   | Supervisory Phase  | 6              |
|   | Total              | 14             |
| Policy Decisions  | Planning Phase     | 1              |
|   | Formulation Phase  | 3              |
|   | Executionary Phase | -              |
|   | Supervisory Phase  | -              |
|   | Total              | 4              |
| ACDUTRA Program   | Planning Phase     | 4              |
|   | Formulation Phase  | 4              |
|   | Executionary Phase | 4              |
|   | Supervisory Phase  | 1              |
|   | Total              | 13             |
| Personnel Management & Human<br>Relations               | Planning Phase     | 2              |
|   | Formulation Phase  | 2              |
|   | Executionary Phase | 8              |
|   | Supervisory Phase  | 3              |
|   | Total              | 15             |
| Reserve Units Inspection                                | Planning Phase     | 1              |
|   | Formulation Phase  | 1              |
|   | Executionary Phase | 4              |
|   | Supervisory Phase  | -              |
|   | Total              | 6              |

(continued next page)



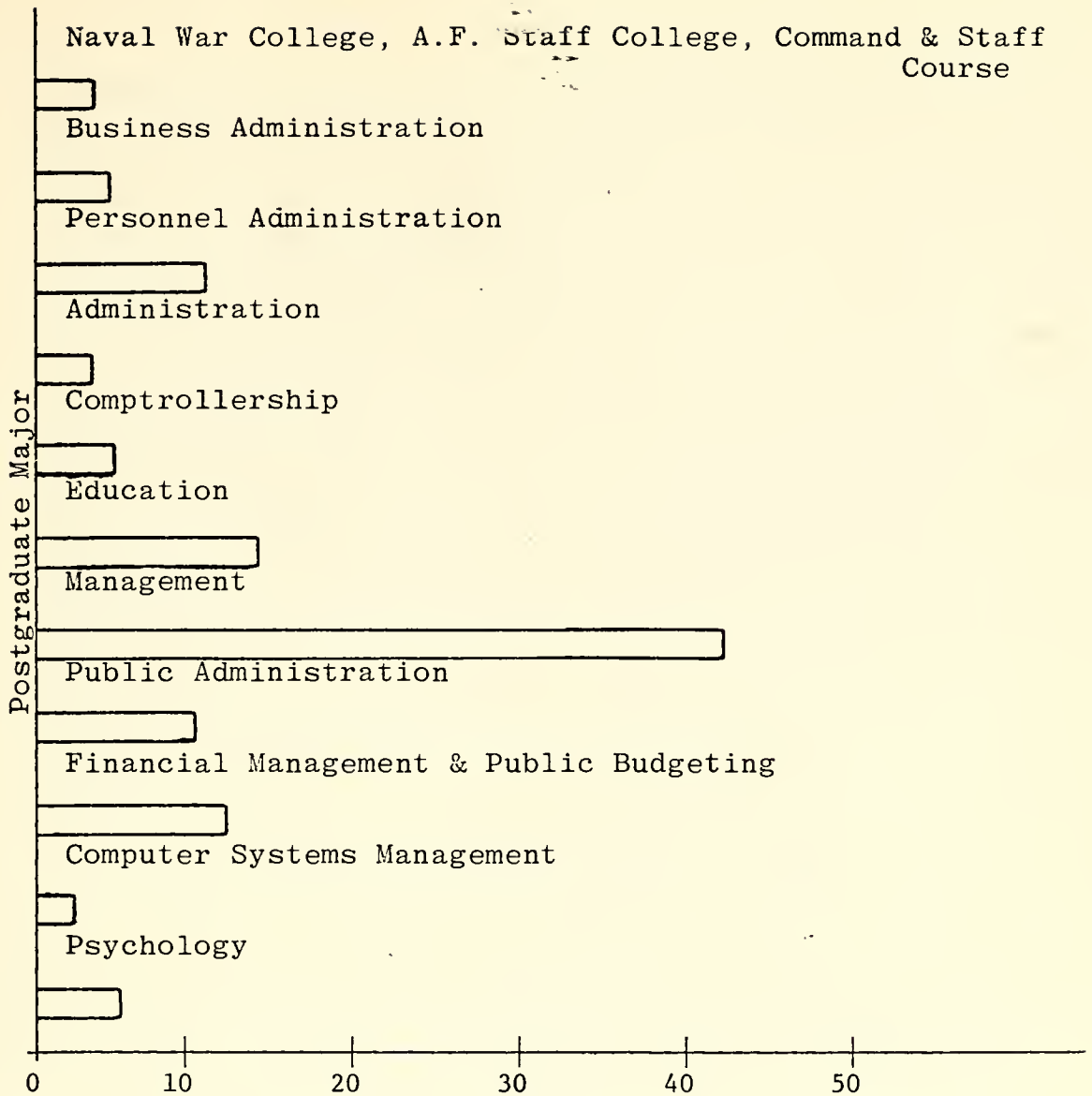
| ACTIVITY REPORTED  | PHASE              | TIMES REPORTED |
|--|--------------------|----------------|
| Liaison at Headquarters, District & Operating Unit Level   | Planning Phase     | -              |
|  | Formulation Phase  | -              |
|  | Executionary Phase | 10             |
|  | Supervisory Phase  | -              |
|  | Total              | 10             |
| INACDUTRA Program  | Planning Phase     | 2              |
|  | Formulation Phase  | 1              |
|  | Executionary Phase | 2              |
|  | Supervisory Phase  | 3              |
|  | Total              | 8              |
| Training Programs:<br>(1) Direct Commission/Petty Ofcr<br>(2) Mission Oriented Curriculum<br>(3) ACDUTRA Schools<br>(4) Recruit Training | Planning Phase     | 6              |
|  | Formulation Phase  | 3              |
|  | Executionary Phase | 1              |
|  | Supervisory Phase  | 3              |
|  | Total              | 13             |
| Correspondence Course Program,<br>Servicewide Examination Program,<br>Advancements, Promotions   | Planning Phase     | -              |
|  | Formulation Phase  | 2              |
|  | Executionary Phase | 3              |
|  | Supervisory Phase  | 2              |
|  | Total              | 7              |
| Increase Reserve Program Efficiency<br>(1) Record Keeping<br>(2) Work Flow<br>(3) Program Operations                                     | Planning Phase     | 3              |
|  | Formulation Phase  | 3              |
|  | Executionary Phase | 2              |
|  | Supervisory Phase  | 1              |
|  | Total              | 9              |
| Communications Maintenance &<br>Improvement--Internal & External<br>(1) Directives/Notices/Letters<br>(2) Speeches                       | Planning Phase     | 1              |
|  | Formulation Phase  | 1              |
|  | Executionary Phase | 6              |
|  | Supervisory Phase  | -              |
|  | Total              | 8              |
| Reserve Recruiting, including<br>Program Development, Direct<br>Commission/Petty Officer Selection                                       | Planning Phase     | 3              |
|  | Formulation Phase  | 4              |
|  | Executionary Phase | 3              |
|  | Supervisory Phase  | 2              |
|  | Total              | 12             |
| Augmentation Programs  | Planning Phase     | 3              |
|  | Formulation Phase  | 1              |
|  | Executionary Phase | 3              |
|  | Supervisory Phase  | 2              |
|  | Total              | 9              |
| Mobilization Program   | Planning Phase     | 3              |
|  | Formulation Phase  | 1              |
|  | Executionary Phase | 2              |
|  | Supervisory Phase  | -              |
|  | Total              | 6              |





Histogram 3: RELATIVE FREQUENCY OF SIGNIFICANT ACTIVITIES  
REPORTED BY RESPONDENTS



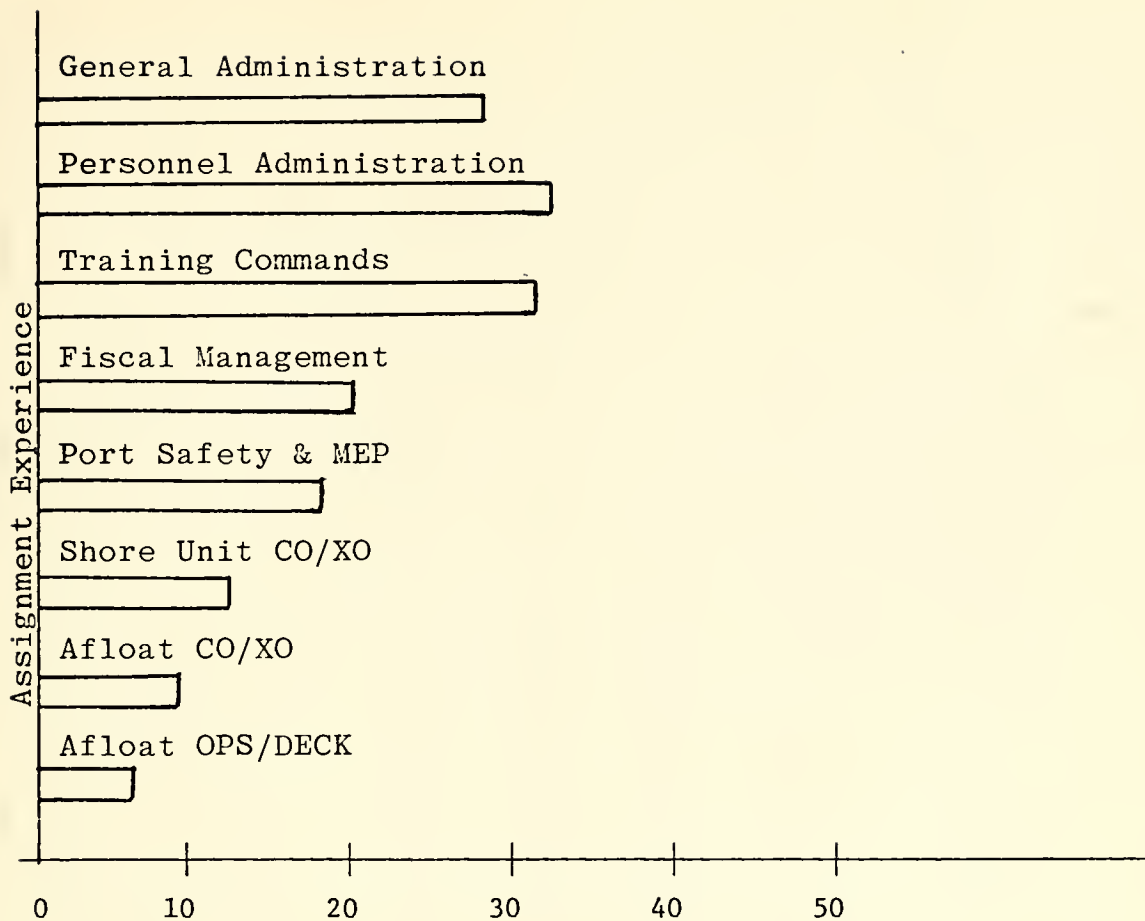


Number of Times Postgraduate Major Recommended by Respondents

Histogram 4: POST GRADUATE MAJORS OR AREAS OF CONCENTRATION  
RECOMMENDED BY RESPONDENTS







Number of Times Assignment Experience Recommended by Respondents

Histogram 5: EXPERIENCE TOURS RECOMMENDED BY RESPONDENTS



## COMPUTER OUTPUT

The data presented in this section has been reproduced through typed media in order to satisfy thesis format requirements. The presentation contains data identical to the original computer output and is presented in essentially the same format.

| VARIABLE  |   | VAR001   | CURRENT | RANK |
|-----------|---|----------|---------|------|
| I         | //////////////// ( 5)                                       | 9.6 PCT  |         |      |
| *****     | ( 3)  | 7.9 PCT  |         |      |
| I         | CAPTAIN   |          |         |      |
| I         |   |          |         |      |
| I         | //////////////// (18)                                       | 34.6 PCT |         |      |
| *****     |   | 36.8 PCT |         |      |
| I         | COMMANDER   |          |         |      |
| I         |   |          |         |      |
| I         | //////////////// (17)                                       | 32.7 PCT |         |      |
| *****     |   | 28.9 PCT |         |      |
| I         | LT COMMANDER  |          |         |      |
| I         |   |          |         |      |
| I         | //////////////// (12)                                       | 23.0 PCT |         |      |
| *****     |   | 26.3 PCT |         |      |
| I         | LT-LTJG   |          |         |      |
| I         |   |          |         |      |
| I         | ..... ..... ..... ..... ..... ..... ..... ..... ..... ..... |          |         |      |
| 0         | 2 4 6 8 10 12 14 16 18 20                                   |          |         |      |
| FREQUENCY |   |          |         |      |

// - indicates RPAs on extended active duty  
 \*\*\*\*\* - indicates RPA Respondents



VARIABLE VAR 002

Years Active Commissioned Service

| VALUE<br>YEARS | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-----------------------|------------------------------------|
| 2.             | 1                     | 2.6                                |
| 3.             | 1                     | 2.6                                |
| 6.             | 4                     | 10.5                               |
| 7.             | 1                     | 2.6                                |
| 8.             | 1                     | 2.6                                |
| 9.             | 3                     | 7.9                                |
| 10.            | 4                     | 10.5                               |
| 11.            | 3                     | 7.9                                |
| 12.            | 2                     | 5.3                                |
| 13.            | 1                     | 2.6                                |
| 14.            | 6                     | 15.8                               |
| 15.            | 1                     | 2.6                                |
| 16.            | 2                     | 5.3                                |
| 17.            | 1                     | 2.6                                |
| 18.            | 2                     | 5.3                                |
| 19.            | 2                     | 5.3                                |
| 20.            | 1                     | 2.6                                |
| 22.            | 1                     | 2.6                                |
| 30.            | 1                     | 2.6                                |
| TOTAL          | 38                    | 100.0                              |

MEAN 12.50  
RANGE 28.00  
STD DEV 5.58  
SKEWNESS .656

VARIABLE VAR 003

Years of Active Service as RPA

| VALUE<br>YEARS | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-----------------------|------------------------------------|
| 1.             | 2                     | 5.3                                |
| 2.             | 5                     | 13.2                               |
| 3.             | 2                     | 5.3                                |
| 6.             | 6                     | 15.8                               |
| 7.             | 1                     | 2.6                                |
| 8.             | 2                     | 5.3                                |
| 9.             | 2                     | 5.3                                |
| 10.            | 3                     | 7.9                                |
| 11.            | 6                     | 15.8                               |
| 12.            | 2                     | 5.3                                |
| 13.            | 3                     | 7.9                                |
| 15.            | 3                     | 7.9                                |
| 16.            | 1                     | 2.6                                |
| TOTAL          | 38                    | 100.0                              |

MEAN 8.289  
RANGE 15.000  
STD DEV 4.459  
SKEWNESS -0.146



VARIABLE VAR004

YEARS AS RPA IN STAFF ASSIGNMENTS

| VALUE<br>YEARS | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-----------------------|------------------------------------|
| 0.             | 2                     | 5.3                                |
| 1.             | 2                     | 5.3                                |
| 2.             | 4                     | 10.5                               |
| 3.             | 2                     | 5.3                                |
| 4.             | 6                     | 15.8                               |
| 5.             | 5                     | 13.2                               |
| 7.             | 2                     | 5.3                                |
| 8.             | 3                     | 7.9                                |
| 9.             | 3                     | 7.9                                |
| 10.            | 3                     | 7.9                                |
| 11.            | 4                     | 10.5                               |
| 12.            | 1                     | 2.6                                |
| 15.            | 1                     | 2.6                                |
| TOTAL          | 38                    | 100.0                              |
| MEAN           | 6.079                 | STD DEV 3.816                      |
| RANGE          | 15.000                | SKEWNESS 0.282                     |

VARIABLE VAR005

YEARS AS RPA IN OPERATIONAL ASSIGNMENTS

| VALUE<br>YEARS | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-----------------------|------------------------------------|
| 0.             | 9                     | 23.7                               |
| 1.             | 6                     | 15.8                               |
| 2.             | 7                     | 18.4                               |
| 3.             | 7                     | 18.4                               |
| 4.             | 4                     | 10.5                               |
| 5.             | 2                     | 5.3                                |
| 6.             | 3                     | 7.9                                |
| TOTAL          | 38                    | 100.0                              |
| MEAN           | 2.237                 | STD DEV 1.866                      |
| RANGE          | 6.000                 | SKEWNESS 0.484                     |

VARIABLE VAR006

YEARS EDUCATION BEYOND HIGH SCHOOL

| VALUE<br>YEARS | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-----------------------|------------------------------------|
| 2.             | 2                     | 5.3                                |
| 4.             | 18                    | 47.4                               |
| 5.             | 13                    | 34.2                               |
| 6.             | 5                     | 13.2                               |
| TOTAL          | 38                    | 100.0                              |
| MEAN           | 4.500                 | STD DEV 1.000                      |
| RANGE          | 4.000                 | SKEWNESS 0.000                     |





VARIABLE VAR008 BACHELORS DEGREE MAJOR

| VALUE LABEL         | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|---------------------|-------|-----------------------|------------------------------------|
| BANKING & FINANCE   | 1.    | 1                     | 2.6                                |
| BUSN ADMINISTRATION | 2.    | 4                     | 10.5                               |
| ECONOMICS           | 3.    | 2                     | 5.3                                |
| EDUCATION           | 4.    | 4                     | 10.5                               |
| ENGLISH             | 5.    | 1                     | 2.6                                |
| INDUSTRIAL ARTS     | 6.    | 1                     | 2.6                                |
| JOURNALISM          | 7.    | 1                     | 2.6                                |
| LIBERAL ARTS        | 8.    | 2                     | 5.3                                |
| MANAGEMENT          | 9.    | 1                     | 2.6                                |
| MARINE TRANS'PTN    | 10.   | 1                     | 2.6                                |
| MATHEMATICS         | 12.   | 3                     | 7.9                                |
| POLICE SCIENCE      | 13.   | 2                     | 5.3                                |
| POLITICAL SCIENCE   | 14.   | 4                     | 10.5                               |
| PSYCHOLOGY          | 15.   | 3                     | 7.9                                |
| SPEECH              | 16.   | 1                     | 2.6                                |
| AGRICULTURE         | 17.   | 1                     | 2.6                                |
| LANGUAGES           | 18.   | 1                     | 2.6                                |
| HISTORY             | 19.   | 1                     | 2.6                                |
| CHEMISTRY           | 20.   | 1                     | 2.6                                |
| NOTAPPLICABLE       | 99.   | 3                     | 7.9                                |
| TOTAL               |       | 38                    | 100.0                              |



VARIABLE VAR010 MASTERS DEGREE MAJOR

| VALUE LABEL    | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-------|-----------------------|------------------------------------|
| BUSINESS       | 1.    | 1                     | 2.6                                |
| GEOGRAPHY      | 2.    | 1                     | 2.6                                |
| MANAGEMENT     | 3.    | 5                     | 13.2                               |
| MBA            | 4.    | 1                     | 2.6                                |
| PHYSICS        | 5.    | 1                     | 2.6                                |
| PSYCHOLOGY     | 6.    | 1                     | 2.6                                |
| EDUCATION      | 7.    | 1                     | 2.6                                |
| NOT APPLICABLE | 9.    | 27                    | 71.1                               |
|                | TOTAL | 38                    | 100.0                              |

VARIABLE VAR011 HAVE YOU EARNED A DOCTORATE?

| VALUE LABEL | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------|-------|-----------------------|------------------------------------|
| NO          | 2.    | 38                    | 100.0                              |
|             | TOTAL | 38                    | 100.0                              |



VARIABLE VAR014 PROFESSIONAL FIELD

| VALUE LABEL    | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-------|-----------------------|------------------------------------|
| AVIATION       | 1.    | 3                     | 7.9                                |
| NOT APPLICABLE | 2.    | 35                    | 92.1                               |
|                | TOTAL | 38                    | 100.0                              |

VARIABLE VAR015 CIVILIAN CAREER PRIOR TO BECOMING RPA?

| VALUE LABEL | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------|-------|-----------------------|------------------------------------|
| YES         | 1.    | 21                    | 55.3                               |
| NO          | 2.    | 17                    | 44.7                               |
|             | TOTAL | 38                    | 100.0                              |



VARIABLE VAR016 CIVILIAN CAREER FIELD

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| BANKING              | 3                     | 7.9                                |
| COLLEGE REGISTRAR    | 1                     | 2.6                                |
| EDUCATOR             | 7                     | 18.4                               |
| MERCHANT MARINE OFCR | 1                     | 2.6                                |
| OPS ANALYST          | 1                     | 2.6                                |
| POLICEMAN            | 2                     | 5.3                                |
| SALES                | 1                     | 2.6                                |
| SOCIAL WORKER        | 1                     | 2.6                                |
| GENL CONTRACTOR      | 1                     | 2.6                                |
| LBR MARKET ANALYST   | 1                     | 2.6                                |
| COMM PILOT           | 1                     | 2.6                                |
| CHEMIST              | 1                     | 2.6                                |
| NOT APPLICABLE       | 17                    | 44.7                               |
|                      | 38                    | 100.0                              |





VARIABLE VAR017

NUMBER OF YEARS IN CIVILIAN OCPATN

| VALUE<br>YEARS | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-----------------------|------------------------------------|
| 1.             | 6                     | 15.8                               |
| 2.             | 5                     | 13.2                               |
| 3.             | 1                     | 2.6                                |
| 4.             | 1                     | 2.6                                |
| 5.             | 2                     | 5.3                                |
| 6.             | 2                     | 5.3                                |
| 10.            | 2                     | 5.3                                |
| 14.            | 1                     | 2.6                                |
| 15.            | 1                     | 2.6                                |
| N/A 99.        | 17                    | 44.7                               |
| TOTAL          | 38                    | 100.0                              |

VARIABLE VAR019

SPCL SKILLS POSSESSED FOR CIVILIAN OCPATN

| VALUE LABEL           | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-----------------------|-----------------------|------------------------------------|
| POLICE EDUCATION      | 2                     | 5.3                                |
| MATH MAJOR            | 1                     | 2.6                                |
| EDUCATION MAJOR       | 6                     | 15.8                               |
| MARINE TSPT'N MAJOR   | 1                     | 2.6                                |
| BANKING MAJOR         | 1                     | 2.6                                |
| CHEMISTRY MAJOR       | 1                     | 2.6                                |
| PILOT TRAINING        | 1                     | 2.6                                |
| INDUSTRIAL ARTS MAJOR | 1                     | 2.6                                |
| NOT APPLICABLE        | 24                    | 63.2                               |
|                       | 38                    | 100.0                              |



VARIABLE VAR020 FACTORS CAUSING POSTPNMT OF CIV CAREER

| VALUE LABEL          | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-------|-----------------------|------------------------------------|
| MILITARY OBLIGATION  | 2.    | 4                     | 10.5                               |
| POOR COMPENSATION    | 4.    | 3                     | 7.9                                |
| PREFER CG LIFE       | 5.    | 8                     | 21.1                               |
| REDUCD PROMOTION OPT | 6.    | 3                     | 7.9                                |
| UNINTERESTING POSTN  | 7.    | 3                     | 7.9                                |
| NOT APPLICABLE       | 9.    | 17                    | 44.7                               |
|                      | TOTAL | 38                    | 100.0                              |

VARIABLE VAR021 NUMBER OF TIMES APPLD FOR RPA PROGRAM

| VALUE LABEL    | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-------|-----------------------|------------------------------------|
|                | 1.    | 18                    | 47.4                               |
|                | 2.    | 2                     | 5.3                                |
|                | 3.    | 1                     | 2.6                                |
| NOT APPLICABLE | 9.    | 17                    | 44.7                               |
|                | TOTAL | 38                    | 100.0                              |



# VARIABLE VAR022

## EMPHASIS ON ADMINISTRATIVE QUALITIES

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------|-----------------------|------------------------------------|
| -2.      | 2                     | 5.3                                |
| -1.      | 5                     | 13.2                               |
| 0.       | 18                    | 47.4                               |
| 1.       | 8                     | 21.1                               |
| 2.       | 5                     | 13.2                               |
| TOTAL    | 38                    | 100.0                              |
| MEAN     |                       |                                    |
| 0.239    |                       |                                    |
| RANGE    |                       |                                    |
| 4.000    |                       |                                    |
| STD DEV  |                       |                                    |
| 1.025    |                       |                                    |
| SKEWNESS |                       |                                    |
| -.029    |                       |                                    |

# VARIABLE VAR024

## HIGH EMPLOYMENT SECURITY

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------|-----------------------|------------------------------------|
| -2.      | 2                     | 5.3                                |
| -1.      | 2                     | 5.3                                |
| 0.       | 15                    | 39.5                               |
| 1.       | 12                    | 31.6                               |
| 2.       | 7                     | 18.4                               |
| TOTAL    | 38                    | 100.0                              |
| MEAN     |                       |                                    |
| 0.526    |                       |                                    |
| RANGE    |                       |                                    |
| 4.000    |                       |                                    |
| STD DEV  |                       |                                    |
| 1.033    |                       |                                    |
| SKEWNESS |                       |                                    |
| -.444    |                       |                                    |

# VARIABLE VAR023

## FULLY QUALIFIED PROMOTION SYSTEM

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------|-----------------------|------------------------------------|
| -2.      | 1                     | 2.6                                |
| -1.      | 3                     | 7.9                                |
| 0        | 20                    | 52.6                               |
| 1.       | 9                     | 23.7                               |
| 2.       | 5                     | 13.2                               |
| TOTAL    | 38                    | 100.0                              |
| MEAN     |                       |                                    |
| 0.368    |                       |                                    |
| RANGE    |                       |                                    |
| 4.000    |                       |                                    |
| STD DEV  |                       |                                    |
| 0.913    |                       |                                    |
| SKEWNESS |                       |                                    |
| 0.072    |                       |                                    |

# VARIABLE VAR025

## HGHLY SPCLZD OFCR SUBGROUP

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------|-----------------------|------------------------------------|
| -2.      | 1                     | 2.6                                |
| -1.      | 1                     | 2.6                                |
| 0.       | 10                    | 26.3                               |
| 1.       | 17                    | 44.7                               |
| 2.       | 9                     | 23.7                               |
| TOTAL    | 38                    | 100.0                              |
| MEAN     |                       |                                    |
| 0.842    |                       |                                    |
| RANGE    |                       |                                    |
| 4.000    |                       |                                    |
| STD DEV  |                       |                                    |
| 0.916    |                       |                                    |
| SKEWNESS |                       |                                    |
| -.753    |                       |                                    |



VARIABLE VAR026

INELIGIBILITY FOR REGULAR COAST GUARD

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------|-----------------------|------------------------------------|
| 0.    | 21                    | 55.3                               |
| 1.    | 2                     | 5.3                                |
| 2.    | 15                    | 39.5                               |
| TOTAL | 38                    | 100.0                              |
| MEAN  | 0.842                 | STD DEV 0.937                      |
| RANGE | 2.000                 | SKEWNESS 0.319                     |

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VARIABLE VAR028

LOCATION OF RESERVE FUNDED BILLETS

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) | MEAN     |
|-------|-----------------------|------------------------------------|----------|
| -2.   | 2                     | 5.3                                | 0.0      |
| -1.   | 6                     | 15.8                               | RANGE    |
| 0.    | 22                    | 57.9                               | 4.0      |
| 1.    | 6                     | 15.8                               | STD DEV  |
| 2.    | 2                     | 5.3                                | 0.870    |
| TOTAL | 38                    | 100.0                              | SKEWNESS |
|       |                       |                                    | 0.00     |

VARIABLE VAR027

INTERACT WITH MIL & CIVLN PERSONNEL

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------|-----------------------|------------------------------------|
| 0.    | 18                    | 47.4                               |
| 1.    | 14                    | 36.8                               |
| 2.    | 6                     | 15.8                               |
| TOTAL | 38                    | 100.0                              |
| MEAN  | 0.648                 | STD DEV 0.739                      |
| RANGE | 2.000                 | SKEWNESS 0.566                     |

VARIABLE VAR029

MISSION OF COAST GUARD RESERVE

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) | MEAN     |
|-------|-----------------------|------------------------------------|----------|
| -2.   | 1                     | 2.6                                | 0.658    |
| 0.    | 15                    | 39.5                               | RANGE    |
| 1.    | 17                    | 44.7                               | 4.000    |
| 2.    | 5                     | 13.2                               | STD DEV  |
| TOTAL | 38                    | 100.0                              | 0.815    |
|       |                       |                                    | SKEWNESS |
|       |                       |                                    | --.521   |





VARIABLE VAR030

MORE TIME AVAILABLE FOR FAMILY LIFE

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |       |
|----------|-----------------------|------------------------------------|-------|
| -1.      | 2                     | 5.3                                |       |
| 0.       | 22                    | 57.9                               |       |
| 1.       | 8                     | 21.1                               |       |
| 2.       | 6                     | 15.8                               |       |
| TOTAL    | 38                    | 100.0                              |       |
| MEAN     |                       |                                    | 0.474 |
| RANGE    |                       |                                    | 3.000 |
| STD DEV  |                       |                                    | 0.830 |
| SKEWNESS |                       |                                    | 0.666 |

VARIABLE VAR032

REDUCED OPERATIONAL ASSIGNMENTS

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |        |
|----------|-----------------------|------------------------------------|--------|
| -2.      | 7                     | 18.4                               |        |
| -1.      | 12                    | 31.6                               |        |
| 0.       | 15                    | 39.5                               |        |
| 1.       | 4                     | 10.5                               |        |
| TOTAL    | 38                    | 100.0                              |        |
| MEAN     |                       |                                    | -0.579 |
| RANGE    |                       |                                    | 3.000  |
| STD DEV  |                       |                                    | 0.919  |
| SKEWNESS |                       |                                    | -0.082 |

VARIABLE VAR031

REDUCED AFLOAT ASSIGNMENTS

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |        |
|----------|-----------------------|------------------------------------|--------|
| -2.      | 3                     | 7.9                                |        |
| -1.      | 5                     | 13.2                               |        |
| 0.       | 15                    | 39.5                               |        |
| 1.       | 8                     | 21.1                               |        |
| 2.       | 7                     | 18.4                               |        |
| TOTAL    | 38                    | 100.0                              |        |
| MEAN     |                       |                                    | 0.289  |
| RANGE    |                       |                                    | 4.000  |
| STD DEV  |                       |                                    | 1.160  |
| SKEWNESS |                       |                                    | -0.161 |

VARIABLE VAR033

RESERVE EXEMPT'N FROM DUAL COMP PROVSNS

| VALUE    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |       |
|----------|-----------------------|------------------------------------|-------|
| -1.      | 1                     | 2.6                                |       |
| 0.       | 18                    | 47.4                               |       |
| 1.       | 11                    | 28.9                               |       |
| 2.       | 8                     | 21.1                               |       |
| TOTAL    | 38                    | 100.0                              |       |
| MEAN     |                       |                                    | 0.684 |
| RANGE    |                       |                                    | 3.000 |
| STD DEV  |                       |                                    | 0.892 |
| SKEWNESS |                       |                                    | 0.842 |



VARIABLE VAR034 HAVE YOU CONSIDERED LEAVING THE RPA PRGM

| VALUE LABEL | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------|-------|-----------------------|------------------------------------|
| YES         | 1.    | 16                    | 42.1                               |
| NO          | 2.    | 22                    | 57.9                               |
|             | TOTAL | 38                    | 100.0                              |

VARIABLE VAR035 REASONS FOR CONSIDERING LEAVING

| VALUE LABEL           | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-----------------------|-------|-----------------------|------------------------------------|
| DISSAT WITH MIL ASSGN | 1.    | 1                     | 2.6                                |
| CIV CR PSB MORE RWD   | 4.    | 2                     | 5.3                                |
| RSV PERC'V 2ND CLAS   | 5.    | 1                     | 2.6                                |
| RGDTY IN RSV PROGRAM  | 6.    | 4                     | 10.5                               |
| UNSTABLE RPA PROGRAM  | 7.    | 2                     | 5.3                                |
| UNSTB RSV PROG        | 8.    | 3                     | 7.9                                |
| LTD TYPE & LOCAT ASG  | 9.    | 3                     | 7.9                                |
| NOT APPLICABLE        | 99.   | 22                    | 57.9                               |
|                       | TOTAL | 38                    | 100.0                              |



VARIABLE VAR037

INCREASE ANNUAL NUMBER OF APPLICANTS

| VALUE      | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|------------|-----------------------|------------------------------------|
| 0.0        | 15                    | 39.5                               |
| 2.0        | 5                     | 13.2                               |
| 3.0        | 3                     | 7.9                                |
| 4.0        | 3                     | 7.9                                |
| 5.0        | 5                     | 13.2                               |
| 6.0        | 2                     | 5.3                                |
| 7.5        | 1                     | 2.6                                |
| 8.0        | 1                     | 2.6                                |
| 10.0       | 1                     | 2.6                                |
| NO OPINION | 2                     | 5.3                                |
| TOTAL      | 38                    | 100.0                              |
| MEAN       | 2.597                 | STD DEV 2.774                      |
| RANGE      | 10.000                | SKEWNESS 0.779                     |

VARIABLE VAR038

DVLP MORE STRUCTURED CAREER PATTERN

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 12                    | 31.6                               |
| 1.0                | 2                     | 5.3                                |
| 1.5                | 1                     | 2.6                                |
| 2.0                | 4                     | 10.5                               |
| 2.5                | 1                     | 2.6                                |
| 3.0                | 1                     | 2.6                                |
| 3.5                | 1                     | 2.6                                |
| 4.0                | 2                     | 5.3                                |
| 5.0                | 6                     | 15.8                               |
| 5.5                | 1                     | 2.6                                |
| 6.0                | 1                     | 2.6                                |
| 8.0                | 1                     | 2.6                                |
| 10.0               | 2                     | 5.3                                |
| 20.0               | 1                     | 2.6                                |
| NO 99.0<br>OPINION | 2                     | 5.3                                |
| TOTAL              | 38                    | 100.0                              |
| MEAN               | 3.278                 | STD DEV 4.047                      |
| RANGE              | 20.000                | SKEWNESS 2.182                     |



VARIABLE VAR039

TIGHTEN FULLY QUAL PROM SYSTEM

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 12                    | 31.6                               |
| 1.0                | 1                     | 2.6                                |
| 1.5                | 1                     | 2.6                                |
| 2.5                | 1                     | 2.6                                |
| 3.0                | 2                     | 5.3                                |
| 4.0                | 3                     | 7.9                                |
| 5.0                | 5                     | 13.2                               |
| 6.0                | 3                     | 7.9                                |
| 7.0                | 3                     | 7.9                                |
| 10.0               | 3                     | 7.9                                |
| 12.0               | 2                     | 5.3                                |
| NO 99.0<br>OPINION | 2                     | 5.3                                |
| TOTAL              | 38                    | 100.0                              |

MEAN 3.917    STD DEV 3.746  
RANGE 12.000    SKEWNESS 0.600

VARIABLE VAR040

IMPLEMENT BEST QUAL PROMOTION SYSTEM

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 20                    | 52.6                               |
| 1.0                | 2                     | 5.3                                |
| 2.5                | 2                     | 5.3                                |
| 3.0                | 2                     | 5.3                                |
| 4.0                | 1                     | 2.6                                |
| 5.0                | 1                     | 2.6                                |
| 10.0               | 6                     | 15.8                               |
| 12.0               | 1                     | 2.6                                |
| 14.0               | 1                     | 2.6                                |
| NO 99.0<br>OPINION | 2                     | 5.3                                |
| TOTAL              | 38                    | 100.0                              |

MEAN 3.000    STD DEV 4.438  
RANGE 14.000    SKEWNESS 1.183





VARIABLE VAR041

ESTAB MORE STRINGENT SELECTION CRITRA

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 13                    | 34.2                               |
| 1.0                | 2                     | 5.3                                |
| 2.0                | 3                     | 7.9                                |
| 2.5                | 1                     | 2.6                                |
| 3.5                | 1                     | 2.6                                |
| 4.0                | 2                     | 5.3                                |
| 4.5                | 1                     | 2.6                                |
| 5.0                | 6                     | 15.8                               |
| 5.5                | 1                     | 2.6                                |
| 6.0                | 2                     | 5.3                                |
| 7.5                | 1                     | 2.6                                |
| 8.0                | 1                     | 2.6                                |
| 10.0               | 2                     | 5.3                                |
| NO 99.0<br>OPINION | 2                     | 5.3                                |
| TOTAL              | 38                    | 100.0                              |
| MEAN               | 3.042                 | STD DEV 3.043                      |
| RANGE              | 10.000                | SKEWNESS 0.632                     |

VARIABLE VAR042

INCREASE FREQ OF OPERATL ASSIGNMENTS

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 15                    | 39.5                               |
| 1.0                | 1                     | 2.6                                |
| 2.0                | 2                     | 5.3                                |
| 2.5                | 1                     | 2.6                                |
| 3.0                | 4                     | 10.5                               |
| 3.5                | 1                     | 2.6                                |
| 4.0                | 3                     | 7.9                                |
| 5.0                | 5                     | 13.2                               |
| 6.0                | 1                     | 2.6                                |
| 8.0                | 1                     | 2.6                                |
| 10.0               | 2                     | 5.3                                |
| NO 99.0<br>OPINION | 2                     | 5.3                                |
| TOTAL              | 38                    | 100.0                              |
| MEAN               | 2.611                 | STD DEV 2.884                      |
| RANGE              | 10.000                | SKEWNESS 0.976                     |



VARIABLE VAR043

INCREASE FREQ ADMINASSIGNMENTS

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 32                    | 84.2                               |
| 1.0                | 2                     | 5.3                                |
| 1.5                | 1                     | 2.6                                |
| 3.0                | 1                     | 2.6                                |
| NO 99.0<br>OPINION | 2                     | 5.3                                |
| TOTAL              | 38                    | 100.0                              |

VARIABLE VAR044

ESTAB CONTINUATION BDS FRO RPAS

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 32                    | 84.2                               |
| 5.0                | 2                     | 5.3                                |
| 7.0                | 1                     | 2.6                                |
| 10.0               | 1                     | 2.6                                |
| NO 99.0<br>OPINION | 2                     | 5.3                                |
| TOTAL              | 38                    | 100.0                              |

MEAN 0.131 STD DEV 0.537  
RANGE 3.000 SKEWNESS 3.663

MEAN 0.750 STD DEV 2.226  
RANGE 10.000 SKEWNESS 2.952

VARIABLE VAR045

QALTY SACRIFICED TO FILL QUOTAS

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 2                     | 5.3                                |
| NOT MENTIONED        | 36                    | 94.7                               |
| TOTAL                | 38                    | 100.0                              |

VARIABLE VAR046

MUST ELIMINATE WEAK-LINKS FROM PROGRAM

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 13                    | 34.2                               |
| NOT MENTIONED        | 25                    | 65.8                               |
| TOTAL                | 38                    | 100.0                              |



| VARIABLE VAR047                          |                       |                                    |  | VARIABLE VAR050                       |                       |                                    |  |
|--|-----------------------|------------------------------------|--|---------------------------------------|-----------------------|------------------------------------|--|
| REQ OPTL EXPERNCE TO ADMIN OPERATNL CGR  |                       |                                    |  | ESTAB BST QUAL PROM SYST AMONG RPAS   |                       |                                    |  |
| VALUE LABEL                              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |  | VALUE LABEL                           | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |  |
| RESPONDENT COMMENTED                     | 13                    | 34.2                               |  | RESPONDENT COMMENTED                  | 2                     | 5.3                                |  |
| NOT MENTIONED                            | 25                    | 65.8                               |  | NOT MENTIONED                         | 36                    | 94.7                               |  |
| TOTAL                                    | 38                    | 100.0                              |  | TOTAL                                 | 38                    | 100.0                              |  |
| VARIABLE VAR048                          |                       |                                    |  | VARIABLE VAR051                       |                       |                                    |  |
| FUL PROM SYST CLD OPRATE WTH HIGH STANDS |                       |                                    |  | AVOID APPLCNTS WITHOUT PRIOR ACT DUTY |                       |                                    |  |
| VALUE LABEL                              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |  | VALUE LABEL                           | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |  |
| RESPONDENT COMMENTED                     | 6                     | 15.8                               |  | RESPONDENT COMMENTED                  | 3                     | 7.9                                |  |
| NOT MENTIONED                            | 32                    | 84.2                               |  | NOT MENTIONED                         | 35                    | 92.1                               |  |
| TOTAL                                    | 38                    | 100.0                              |  | TOTAL                                 | 38                    | 100.0                              |  |
| VARIABLE VAR049                          |                       |                                    |  | VARIABLE VAR052                       |                       |                                    |  |
| DOUBT FAIR SHAKE ON ADPL                 |                       |                                    |  | PROVID OPPORTUNITY FOR DEEP SELECTION |                       |                                    |  |
| VALUE LABEL                              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |  | VALUE LABEL                           | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |  |
| RESPONDENT COMMENTED                     | 3                     | 7.9                                |  | RESPONDENT COMMENTED                  | 2                     | 5.3                                |  |
| NOT MENTIONED                            | 35                    | 92.1                               |  | NOT MENTIONED                         | 36                    | 94.7                               |  |
| TOTAL                                    | 38                    | 100.0                              |  | TOTAL                                 | 38                    | 100.0                              |  |



VARIABLE VAR053

POOR ADVERTSNMT OF RPA PROGRAM

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 2                     | 5.3                                |
| NOT MENTIONED        | 36                    | 94.7                               |
| TOTAL                | 38                    | 100.0                              |

VARIABLE VAR054

DVLP TENT CAREER PTN AT TIME OF SLCTN

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 10                    | 26.3                               |
| NOT MENTIONED        | 28                    | 73.7                               |
| TOTAL                | 38                    | 100.0                              |

VARIABLE VAR055

CRRT PRM SYST UNATTRACTV TO PRSPTV RPA

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 2                     | 5.3                                |
| NOT MENTIONED        | 36                    | 94.7                               |
| TOTAL                | 38                    | 100.0                              |

VARIABLE VAR056

RPA CAN COMPETE ON ADPL

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 7                     | 18.4                               |
| NOT MENTIONED        | 31                    | 81.6                               |
| TOTAL                | 38                    | 100.0                              |

VARIABLE VAR057 HAVE YOU NOTICED ANY CHANGE IN RPA PRGM

VALUE LABEL

YES  
NO

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------|-----------------------|------------------------------------|
| 1.    | 18                    | 47.4                               |
| 2.    | 20                    | 52.6                               |
| TOTAL | 38                    | 100.0                              |





| VARIABLE VAR058 COMMENTS |                       |                                    | VARIABLE VAR059<br>OPN OF YRS SPENT IN STAFF ASSGNS |                       |                                    |
|--------------------------|-----------------------|------------------------------------|---|-----------------------|------------------------------------|
| VALUE LABEL              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) | VALUE LABEL   | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
| STRSS OPTL ASSGN         | 6                     | 15.8                               | TOO FEW   | 1                     | 2.6                                |
| ACPT OF RPA BY REGCG     | 1                     | 2.6                                | ABOUT RIGHT   | 29                    | 76.3                               |
| RDGD SUPP FR RPA PGM     | 4                     | 10.5                               | TOO MANY  | 4                     | 10.5                               |
| MR STRGNT SLCT CRITA     | 1                     | 2.6                                | MUCH TOO MANY                                       | 3                     | 7.9                                |
| GTR CCN FR QLTY RPA      | 6                     | 15.8                               | NOT APPLICABLE                                      | 1                     | 2.6                                |
| NO CHANGE PERCEIVED      | 20                    | 52.6                               |   |                       |                                    |
| TOTAL                    | 38                    | 100.0                              | TOTAL   | 38                    | 100.0                              |

VARIABLE VAR060 ARE YOU QUAL IN 1 OR MORE CG MSSN AREAS?

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |                |
|-------|-----------------------|------------------------------------|----------------|
| 0.    | 3                     | 7.9                                |                |
| 1.    | 16                    | 42.1                               |                |
| 2.    | 5                     | 13.2                               | MEAN 2.263     |
| 3.    | 6                     | 15.8                               | RANGE 7.000    |
| 4.    | 3                     | 7.9                                | STD DEV 1.855  |
| 5.    | 2                     | 5.3                                | SKEWNESS 1.101 |
| 6.    | 1                     | 2.6                                |                |
| 7.    | 2                     | 5.3                                |                |
| TOTAL | 38                    | 100.0                              |                |



VARIABLE VAR061 WHAT IS YOUR OPERATIONAL SUBSPECIALTY?

| VALUE LABEL   | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|---------------|-------|-----------------------|------------------------------------|
| NONE          | 0.    | 9                     | 23.7                               |
| PORT SAFETY   | 1.    | 13                    | 34.2                               |
| AFLOAT--GEN   | 3.    | 1                     | 2.6                                |
| A-N--AFLOAT   | 4.    | 2                     | 5.3                                |
| A-N--SHORE    | 5.    | 1                     | 2.6                                |
| SAR--AFLOAT   | 7.    | 1                     | 2.6                                |
| L-E--AFLOAT   | 8.    | 1                     | 2.6                                |
| FLIGHT DUTY   | 9.    | 2                     | 5.3                                |
| CO-XO--AFLOAT | 10.   | 7                     | 18.4                               |
| INTELL        | 11.   | 1                     | 2.6                                |
| NO RESPONSE   | 99.   | 0                     | 0.0                                |
|               | TOTAL | 38                    | 100.0                              |

VARIABLE VAR062 OPN OF YRS SPENT IN OPERATIONAL ASSGNS

| VALUE LABEL    | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-------|-----------------------|------------------------------------|
| ABOUT RIGHT    | 3.    | 22                    | 57.9                               |
| TOO FEW        | 4.    | 10                    | 26.3                               |
| MUCH TOO FEW   | 5.    | 5                     | 13.2                               |
| NO ORPTL ASSGN | 9.    | 1                     | 2.6                                |
|                | TOTAL | 38                    | 100.0                              |



VARIABLE VAR063 MY UNDERSTANDING OF MY ASSGN DUTIES

| VALUE LABEL      | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|------------------|-------|-----------------------|------------------------------------|
| VERY CLEAR       | 1.    | 19                    | 50.0                               |
| GENERALLY UNSTD  | 2.    | 13                    | 34.2                               |
| SOMEWHAT UNCERTN | 3.    | 3                     | 7.9                                |
| OBSCURE          | 4.    | 1                     | 2.6                                |
| NO RESERVE ASSGN | 9.    | 2                     | 5.3                                |
|                  |       | -----                 | -----                              |
|                  | TOTAL | 38                    | 100.0                              |

VARIABLE VAR064 UNSTDNG OF CRTERA FOR EVALTNG MY PERPMC

| VALUE LABEL      | VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|------------------|-------|-----------------------|------------------------------------|
| VERY CLEAR       | 1.    | 9                     | 23.7                               |
| GENERALLY UNSTD  | 2.    | 17                    | 44.7                               |
| SOMEWHAT UNCERTN | 3.    | 6                     | 15.8                               |
| OBSCURE          | 4.    | 4                     | 10.5                               |
| NO RESERVE ASSGN | 9.    | 2                     | 5.3                                |
|                  |       | -----                 | -----                              |
|                  | TOTAL | 38                    | 100.0                              |



VARIABLE VAR004 YEARS AS RPA IN STAFF ASSIGNMENTS

| SENIOR OFFICERS |                       |                                    |       | JUNIOR OFFICERS |                       |                                    |       |
|-----------------|-----------------------|------------------------------------|-------|-----------------|-----------------------|------------------------------------|-------|
| VALUE<br>YEARS  | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |       | VALUE<br>YEARS  | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |       |
| 4.              | 1                     | 5.9                                |       | 0.              | 2                     | 9.5                                |       |
| 5.              | 2                     | 11.8                               |       | 1.              | 2                     | 9.5                                |       |
| 7.              | 1                     | 5.9                                |       | 2.              | 4                     | 19.0                               |       |
| 8.              | 2                     | 11.8                               |       | 3.              | 2                     | 9.5                                |       |
| 9.              | 2                     | 11.8                               |       | 4.              | 5                     | 23.8                               |       |
| 10.             | 3                     | 17.6                               |       | 5.              | 3                     | 14.3                               |       |
| 11.             | 4                     | 23.5                               |       | 7.              | 1                     | 4.8                                |       |
| 12.             | 1                     | 5.9                                |       | 8.              | 1                     | 4.8                                |       |
| 15.             | 1                     | 5.9                                |       | 9.              | 1                     | 4.8                                |       |
| TOTAL           | 17                    | 100.0                              |       | TOTAL           | 21                    | 100.0                              |       |
| MEAN            | 9.176                 | STD DEV                            | 2.811 | MEAN            | 3.591                 | STD DEV                            | 2.420 |
|                 | SKEWNESS              | -0.151                             |       |                 | SKEWNESS              | 0.561                              |       |





VARIABLE VAR005 YEARS AS RPA IN OPERATIONAL ASSIGNMENTS

SENIOR OFFICERS

| VALUE YEARS | ABSOLUTE FREQUENCY | RELATIVE FREQUENCY (PERCENT) |
|-------------|--------------------|------------------------------|
| 0.          | 5                  | 29.4                         |
| 2.          | 2                  | 11.8                         |
| 3.          | 4                  | 23.5                         |
| 4.          | 2                  | 11.8                         |
| 5.          | 1                  | 5.9                          |
| 6.          | 3                  | 17.6                         |
| TOTAL       | 17                 | 100.0                        |

MEAN 2.765 STD DEV 2.223  
SKEWNESS 0.059

JUNIOR OFFICERS

| VALUE YEARS | ABSOLUTE FREQUENCY | RELATIVE FREQUENCY (PERCENT) |
|-------------|--------------------|------------------------------|
| 0.          | 4                  | 19.0                         |
| 1.          | 6                  | 28.6                         |
| 2.          | 5                  | 23.8                         |
| 3.          | 3                  | 14.3                         |
| 4.          | 2                  | 9.5                          |
| 5.          | 1                  | 4.8                          |
| TOTAL       | 21                 | 100.0                        |

MEAN 1.180 STD DEV 1.436  
SKEWNESS 0.549

VARIABLE VAR009 HAVE YOU EARNED A MASTERS DEGREE?

SENIOR OFFICERS

| VALUE LABEL | ABSOLUTE FREQUENCY | RELATIVE FREQUENCY (PERCENT) |
|-------------|--------------------|------------------------------|
| YES         | 3                  | 17.6                         |
| NO          | 14                 | 82.4                         |
| TOTAL       | 17                 | 100.0                        |

JUNIOR OFFICERS

| VALUE LABEL | ABSOLUTE FREQUENCY | RELATIVE FREQUENCY (PERCENT) |
|-------------|--------------------|------------------------------|
| YES         | 8                  | 38.1                         |
| NO          | 13                 | 61.9                         |
| TOTAL       | 21                 | 100.0                        |



VARIABLE VAR015 CIVILIAN CAREER PRIOR TO BECOMING RPA?

SENIOR OFFICERS

| VALUE LABEL | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------|-----------------------|------------------------------------|
| YES         | 13                    | 76.5                               |
| NO          | 4                     | 23.5                               |
| TOTAL       | 17                    | 100.0                              |

JUNIOR OFFICERS

| VALUE LABEL | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------|-----------------------|------------------------------------|
| YES         | 8                     | 38.1                               |
| NO          | 13                    | 61.9                               |
| TOTAL       | 21                    | 100.0                              |

VARIABLE VAR021 NUMBER OF TIMES APPLD FOR RPA PROGRAM

SENIOR OFFICERS

| VALUE             | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------------|-----------------------|------------------------------------|
| 1.                | 10                    | 58.8                               |
| 2.                | 2                     | 11.8                               |
| 3.                | 1                     | 5.9                                |
| NOT<br>APPLICABLE | 4                     | 23.5                               |
| TOTAL             | 17                    | 100.0                              |

JUNIOR OFFICERS

| VALUE             | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------------|-----------------------|------------------------------------|
| 1.                | 8                     | 38.1                               |
| NOT<br>APPLICABLE | 13                    | 61.9                               |
| TOTAL             | 21                    | 100.0                              |



# VARIABLE VAR026 INELIGIBILITY FOR REGULAR COAST GUARD

## SENIOR OFFICERS

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------|-----------------------|------------------------------------|
| 0.    | 7                     | 41.2                               |
| 1.    | 0                     | 0.0                                |
| 2.    | 10                    | 58.8                               |
| TOTAL | 17                    | 100.0                              |
| MEAN  | 1.176                 | STD DEV 1.015                      |
|       | SKEWNESS              | -0.359                             |

## JUNIOR OFFICERS

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------|-----------------------|------------------------------------|
| 0.    | 14                    | 66.7                               |
| 1.    | 2                     | 9.5                                |
| 2.    | 5                     | 23.8                               |
| TOTAL | 21                    | 100.0                              |
| MEAN  | 0.571                 | STD DEV .870                       |
|       | SKEWNESS              | 0.943                              |

# VARIABLE VAR031 REDUCED AFLOAT ASSIGNMENTS

## SENIOR OFFICERS

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------|-----------------------|------------------------------------|
| -2.   | 1                     | 5.9                                |
| -1.   | 1                     | 5.9                                |
| 0.    | 10                    | 58.8                               |
| 1.    | 5                     | 29.4                               |
| TOTAL | 17                    | 100.0                              |
| MEAN  | 0.118                 | STD DEV 0.781                      |
|       | SKEWNESS              | -1.010                             |

## JUNIOR OFFICERS

| VALUE | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------|-----------------------|------------------------------------|
| -2.   | 2                     | 9.5                                |
| -1.   | 4                     | 19.0                               |
| 0.    | 5                     | 23.8                               |
| 1.    | 3                     | 14.3                               |
| 2.    | 7                     | 33.3                               |
| TOTAL | 21                    | 100.0                              |
| MEAN  | 0.429                 | STD DEV 1.399                      |
|       | SKEWNESS              | -0.243                             |



VARIABLE VAR034 HAVE YOU CONSIDERED LEAVING THE RPA PRGM

SENIOR OFFICERS

| VALUE LABEL | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------|-----------------------|------------------------------------|
| YES         | 5                     | 29.4                               |
| NO          | 12                    | 70.6                               |
| TOTAL       | 17                    | 100.0                              |

JUNIOR OFFICERS

| VALUE LABEL | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|-------------|-----------------------|------------------------------------|
| YES         | 11                    | 52.4                               |
| NO          | 10                    | 47.6                               |
| TOTAL       | 21                    | 100.0                              |

VARIABLE VAR056 RPA CAN COMPETE ON ADPL

SENIOR OFFICERS

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 6                     | 35.3                               |
| NOT MENTIONED        | 11                    | 64.7                               |
| TOTAL                | 17                    | 100.0                              |

JUNIOR OFFICERS

| VALUE LABEL          | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------------|-----------------------|------------------------------------|
| RESPONDENT COMMENTED | 1                     | 4.8                                |
| NOT MENTIONED        | 20                    | 95.2                               |
| TOTAL                | 21                    | 100.0                              |





# VARIABLE VAR042 INCREASE FREQ OF OPERATL ASSIGNMENTS

## SENIOR OFFICERS

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 10                    | 58.8                               |
| 1.0                | 1                     | 5.9                                |
| 3.0                | 2                     | 11.8                               |
| 4.0                | 1                     | 5.9                                |
| 5.0                | 2                     | 11.8                               |
| NO 99.0<br>OPINION | 1                     | 5.9                                |
| TOTAL              | 17                    | 100.0                              |

MEAN 1.131 STD DEV 1.957

SKEWNESS 0.980

## JUNIOR OFFICERS

| VALUE              | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|--------------------|-----------------------|------------------------------------|
| 0.0                | 5                     | 23.8                               |
| 2.0                | 2                     | 9.5                                |
| 2.5                | 1                     | 4.8                                |
| 3.0                | 2                     | 9.5                                |
| 3.5                | 1                     | 4.8                                |
| 4.0                | 2                     | 9.5                                |
| 5.0                | 3                     | 14.3                               |
| 6.0                | 1                     | 4.8                                |
| 8.0                | 1                     | 4.8                                |
| 10.0               | 2                     | 9.5                                |
| NO 99.0<br>OPINION | 1                     | 4.8                                |
| TOTAL              | 21                    | 100.0                              |

MEAN 3.650 STD DEV 3.121

SKEWNESS 0.641



VARIABLE VAR059 OPN OF YRS SPENT IN STAFF ASSGNS

SENIOR OFFICERS

| VALUE LABEL   | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|---------------|-----------------------|------------------------------------|
| ABOUT RIGHT   | 11                    | 64.7                               |
| TOO MANY      | 4                     | 23.5                               |
| MUCH TOO MANY | 2                     | 11.8                               |
| TOTAL         | 17                    | 100.0                              |

JUNIOR OFFICERS

| VALUE LABEL    | ABSOLUTE<br>FREQUENCY | RELATIVE<br>FREQUENCY<br>(PERCENT) |
|----------------|-----------------------|------------------------------------|
| TOO FEW        | 1                     | 4.8                                |
| ABOUT RIGHT    | 18                    | 85.7                               |
| MUCH TOO MANY  | 1                     | 4.8                                |
| NOT APPLICABLE | 1                     | 4.8                                |
| TOTAL          | 21                    | 100.0                              |



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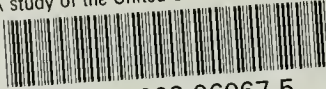
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